



# DEVELOPMENT

THE INTERNATIONAL GUIDE TO INDUSTRIAL PLANNING AND EXPANSION



Cole National Corporation's Joseph E. Cole has steered his company in a course of expansion to the point where today it is the nation's largest manufacturer of keys and key chains. The story begins on page 13.

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# INDUSTRIAL DEVELOPMENT AND MANUFACTURERS RECORD

VOLUME 130 • FEBRUARY 1961 • NUMBER 2

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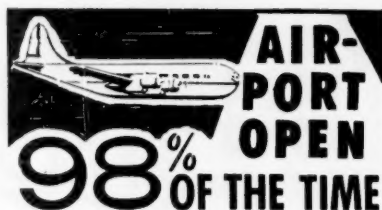
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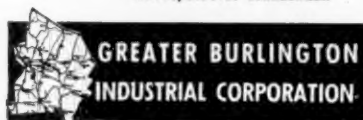


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## CHECK POINTS

"We're Socializing the world!" — that's the startling opinion we got from one key official of a foreign aid agency during a recent round in Washington. Frustrated, worried, and irate, this former business leader now in an important Federal position told us heatedly that the U.S. approach to international development is "all wrong."

After spending a major part of our time during the past year looking into development programs outside the country, we are quick to agree that much is wrong with our approach to international development programs. In our opinion, our government has generally overlooked the thing which made this country great — private enterprise.

**Private enterprise today is a stepchild in our vast multi-billion dollar family of agencies handling aid to the underdeveloped nations. The fraction of funds and personnel earmarked for direct support of private enterprise is minute. While we pump hundreds of millions into the treasuries of nations which are economically and politically sick, we spend pennies to establish in those countries the type of enterprise which we believe is the only acceptable economic base for a free society.**

In case after case, we have provided funds for the construction of state-owned industries in other countries. Failing to meet the test of competitive enterprise, many of these plants are not economically feasible. One official told us that more than 50 plants built in Iran with U.S. aid are not operating satisfactorily! In Thailand, we are told, U.S. funds have been used to set up an Army shoe factory, a Navy shoe factory, and an Air Force shoe factory!

As far as financing of development is concerned, there is a colossal international muddle, with heavy emphasis on the public rather than the private sector. There are eight different U.S. and international agencies engaged in major overseas credit and financing operations: the Export-Import Bank, the Development Loan Fund, the International Cooperation Administration, the International Monetary Fund, the International Bank, the International Finance Corporation, the International Development Association, and the Inter-American Development Bank!

**Many of these programs are well-managed and worthwhile in their objectives. But to say that there is room for better coordination and greater emphasis on the role of private enterprise is an understatement. These agencies pose a particularly formidable barrier to the small and middle-size firm which does not have its own staff of international experts to sort through their programs and find specific opportunities.**

This is but one of the many evidences of our stress on government-to-government grants and loans. Every report outlining our aid programs lists military support, public works, and other public sector expenditures far ahead of funds made available for private enterprise development.

This is no secret — it is, in fact, the subject of a lively policy debate among our top officials. One group contends that these Socialistic approaches must be taken because of the nature of the emergency which exists. Getting funds into the private sector is too slow and cumbersome, they say.

But those who believe in the private enterprise approach have begun to make themselves heard. Two years ago Ralph Straus wrote a highly-significant report for the State Department on "Expanding Private Investment For Free World Economic Growth." This report resulted in the establishment, within ICA, of an Office of Private Enterprise having

## CHECK POINTS

as its primary objective the encouragement of private venture activities in the underdeveloped nations. Thus, for the first time, the U.S. began a systematic program to export not just dollars but the economic ideas in which we believe!

Edwin Arnold, Rhode Island industrialist, came in as head of the new office and organized a staff which now totals about 30 people. The Investment Development Division, headed by Carter dePaul, is the unit which actually carries the ball in promoting private enterprise abroad. During a recent visit to his office, we could not help being impressed by the fact that the private enterprise effort totals a handful of workers lost among the horde of civil servants surrounding them.

And not even this small unit is getting adequate support. The Incentive Investment Fund, which the group has been administering during the past year, has been eliminated. This was a program which encouraged U.S. firms, on their own initiative, to explore joint ventures in underdeveloped countries. It promoted the individual-to-individual and company-to-company relationships which are so sadly lacking in most of the other aid programs.

As this is written, the future of the Office Of Private Enterprise — in fact, all of ICA — is clouded. The Kennedy administration is expected to launch a complete reorganization of aid agencies.

**We hope and trust that the private enterprise program will be given a much more prominent role!** We believe the greatest need is to help underdeveloped nations establish the **institutional structure** necessary to carry forward effective industrial development programs. Nowhere have we seen adequate programs for organizing chambers of commerce and other local development agencies — the real secret of success of U.S. development programs. Almost all overseas programs seem to be based on working from the top down, rather than from the local citizenry upward.

We'd like to see an expanded Office of Private Enterprise with an aggressive program for selling the U.S. community development pattern wherever our aid dollars go. We don't think it's any coincidence that the nation with the largest number of alert community development groups also is the richest on the face of the earth. During the past year our staff has tabulated all known development organizations, wherever they might be. We have listed some 12,000 groups in the U.S. and Canada, and less than 2,000 throughout the remainder of the world!

We need to send many more successful chamber of commerce managers to underdeveloped areas to show people how to organize, how to develop civic pride, how to get things done at the community level. Such programs will bring not just economic growth, but much-needed political stability as well.

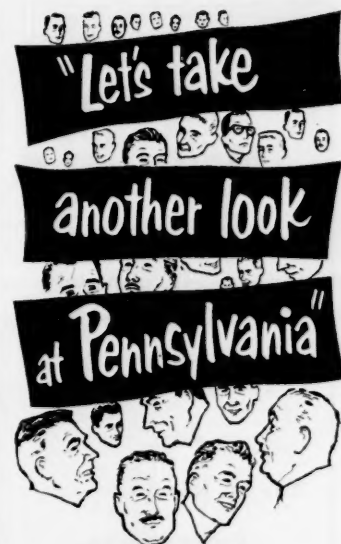
We hope, too, that the new administration will consider the appointment to high positions in the aid agencies of several men with outstanding records in promoting industrial development under the private enterprise system. There are many capable men who would respond. One of the best for this purpose would be Ted Moscoso, of Puerto Rico.

**Finally, we hope the new administration will not in any way discourage foreign investment by U.S. firms in order to cope with the unfavorable balance of payments situation. Private investment is a small part of our overall foreign spending and, in our opinion, achieves the most in establishing lasting relationships. It is the only sector of our overseas spending in which we actually get something tangible for our money.**

In the case of joint ventures with local capital, foreign expansion by U.S. firms has little, if any, adverse effect on our balance of payments. For example, a joint venture might provide that the U.S. firm contribute the machinery and equipment — bought in the U.S. — and that the local interests provide the site and building, bought locally.

This is but one of many approaches to supporting private enterprise as an effective part of our international effort. We believe it is the approach that the great majority of our citizens would like to see. Because of its importance, we intend to provide frequent editorial follow-ups.

—H.M.C.



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## INDUSTRIAL DEVELOPMENT LETTERS MANUFACTURERS RECORD

**SIRS:** I would appreciate it very much if you would send me two sets of tear sheets from your July 1960 issue: "The American Economic System: How it Works" by George C. Lodge.

I have become involved to an extent in the problem of indoctrination for foreign service personnel of American industry. The point of view which Mr. Lodge expressed and the way he expressed it is quite pertinent in this connection.

J. S. BARTLETT, Manager  
Area Development  
Potomac Electric Power Co.  
Washington, D. C.

► Copies furnished.

**SIRS:** We greatly value the investment you have made in the Trade Missions Program by having supplied us with your publications for the Trade Mission libraries and we of course wish to keep you informed.

We . . . attach an announcement showing our current Trade Missions Program for the remainder of our fiscal year 1961. This announcement also explains the Business Proposal technique whereby the Trade Missions assist American companies in developing new leads for obtaining foreign business. The advantages are as follows:

- Widespread dissemination of each U.S. company's Business Proposal throughout the country visited by the Trade Mission.
- Personal discussion of each Business Proposal with foreign businessmen by members of the U.S. Trade Mission.
- Obtaining live business and trade leads for those who submitted business Proposals from businessmen in the host country.
- Follow-up of the Business Proposals by the U.S. Foreign Service and the Bureau of Foreign Commerce after the Trade Mission departs. . .

E. PAUL HAWK, Director  
Trade Missions Program  
Department of Commerce  
Washington, D. C.

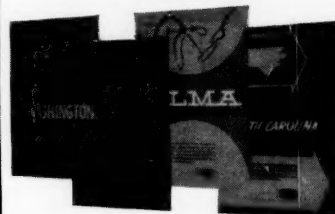
**SIRS:** We would like to request permission to reprint the article "Are Subsidies Worth While?" appearing on pages 77 and 78 of the July, 1960 issue of INDUSTRIAL DEVELOPMENT. We wish to distribute this information primarily, but not exclusively, among company personnel.

GEORGE T. LAMASON  
Advertising & Public Information  
Kentucky Utilities Company  
Lexington, Kentucky

**SIRS:** . . . many thanks for sending along the two volumes of your AREA DEVELOPMENT GUIDE . . .

I must say that the Guidebook is much more thorough than I had expected. It is not only a good reference work but is good enough to sit down and read straight through, which I have been doing the past several evenings . . .

DAVID D. DICKEY  
Industrial Director  
Knoxville Chamber of Commerce  
Knoxville, Tennessee



## EDITORIAL SURVEYS And Plant Location Reports

Since before the turn of the century MANUFACTURERS RECORD has issued special studies of specific cities and areas to assist the site-seeking industrial firm. Today, through the combined coverage of INDUSTRIAL DEVELOPMENT and MANUFACTURERS RECORD this tradition of leadership in this field is being extended and carried forward.

Before you go site-seeking, take advantage of background studies which have already been prepared for the areas listed below. Generally, reprints are available gratis.

### COMPANY SURVEYS

Rock Island Lines	Aug., 1960
Western Pacific Railroad	Feb., 1960

### AREA SURVEYS

Central New York	Jan., 1961
Missouri	Jan., 1961
Pennsylvania	Dec., 1960
Oak Ridge, Tenn.	Dec., 1960
Berkshire County, Mass.	Nov., 1960
North Bay Area of Calif.	Nov., 1960
Indiana	Oct., 1960
Georgia	Sept., 1960
Seattle, Wash.	Sept., 1960
Elliott Lake, Ontario	Sept., 1960
New York's Capital District	Aug., 1960
Washington State	July, 1960
North Carolina	June, 1960
California, South Bay Area	June, 1960
The Mohawk Valley	May, 1960
No. and Cen. California	May, 1960
Alma, Michigan	Apr., 1960
Thomasville, Ga.	Apr., 1960
St. Augustine, Fla.	Mar., 1960
Colorado	Mar., 1960
Gainesville, Fla.	Feb., 1960
West Virginia	Jan., 1960
Calgary	Jan., 1960
Hawaii	Dec., 1960
Kansas	Dec., 1959
St. Lawrence Valley	Nov., 1959
Oregon	Nov., 1959
Virginia	Oct., 1959
Staten Island	Oct., 1959
Oklahoma	Sept., 1959
Fresno County, Calif.	Sept., 1959
Niagara Frontier	Aug., 1959
Canada	Aug., 1959
Ohio River Valley	Jul., 1959
Columbus, Ohio	June, 1959
St. Louis Area	May, 1959
Iowa	Apr., 1959
Puerto Rico	Mar., 1959
Washington, D. C. Area	Feb., 1959
Cleveland Corridor	Jan., 1959
West Texas	Jan., 1959
Rome and Floyd County, Ga.	Dec., 1958
Sacramento	Nov., 1958
Orange County, Calif.	Sept., 1958
Erie County, Pa.	Aug., 1958
New Bedford, Mass.	Aug., 1958
Lower Va. Peninsula	July, 1958
Matton, Ill.	June, 1958
Florida Bay Area	June, 1958
West Mississippi	May, 1958
Savannah, Ga. Area	May, 1958
Knoxville, Tenn.	April, 1958
Charleston, S. C.	March, 1958
Dallas, Tex.	Feb., 1958

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## LETTERS

**SIRS:** We have received from Mr. Richard Welsh, Director of Dade County Development Department, a copy of your Registered Community Audit for Metropolitan Miami.

This contains some of the statistical material we are assembling for a business survey, in a very logical and usable form.

We are seeking this same type of information on Broward County and/or Fort Lauderdale; Pinellas County and/or St. Petersburg; and Hillsborough County and/or Tampa. If any or all of these communities have filed a Registered Community Audit with you, we would appreciate receiving copies. . .

**S. ROGER WOLIN**

Public Relations

Pan American World Airways System  
Miami, Florida

► Requested data in process.

**SIRS:** We were very much interested in the article titled "Private vs. Public Warehousing" by Mr. J. L. Wilson, starting on page 96 of the August, 1960 issue of INDUSTRIAL DEVELOPMENT and MANUFACTURERS RECORD. This was brought to our attention through the courtesy of Mr. R. N. Whittington, Don Dennett & Associates, Chicago, Illinois.

This article provides a tremendously important review of the many factors that should be considered by planning executives when reviewing their corporate expansion plans. Mr. Wilson is well known to our industry and we have had the pleasure of working with him and hearing his presentations at AMA Marketing Conferences earlier this year.

Would it be possible for you to extend the courtesy of allowing this association to reprint this article for distribution to our members and some of the marketing executives on our mailing list? Your organization would, of course, be given full credit for the article and we would list it in whatever manner you deem necessary. . . . We would appreciate hearing at your earliest convenience regarding this and hope that we may be able to send out this message to our members and other interested persons.

**MR. ALLEN D. WALTERS**, Secretary  
American Warehousemen's  
Association  
Chicago, Illinois

► Permission granted.

**SIRS:** With our new subscription to INDUSTRIAL DEVELOPMENT and MANUFACTURERS RECORD, we would like your permission to copy the "Manufacturers Record" section of each issue for use by other members of Silvatek Division, Weyerhaeuser Company.

**WILLIAM S. COGHILL**  
Market Analyst  
Weyerhaeuser Company  
Tacoma, Washington

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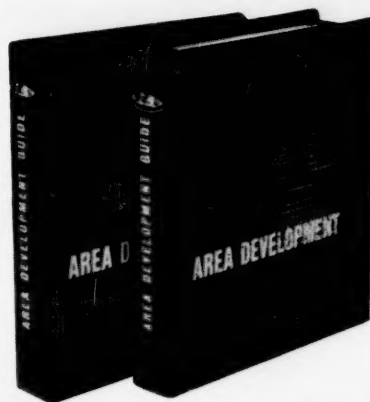
**SIRS:** The Georgia article in your September issue is the most comprehensive and informative piece of its kind I have seen. A combination of top-notch writing and many long hours of research are most certainly evident.

Congratulations and many thanks on providing this most excellent source of information on Georgia's economy and industry.

**R. E. RUTHERFORD**  
Advertising Department  
Georgia Power Company  
Atlanta, Georgia

# PR PROBLEMS?

Trying to develop a good corporate image of your company in the regions you serve? The answer to this question is probably "Yes, but this advantage is hard to gain."

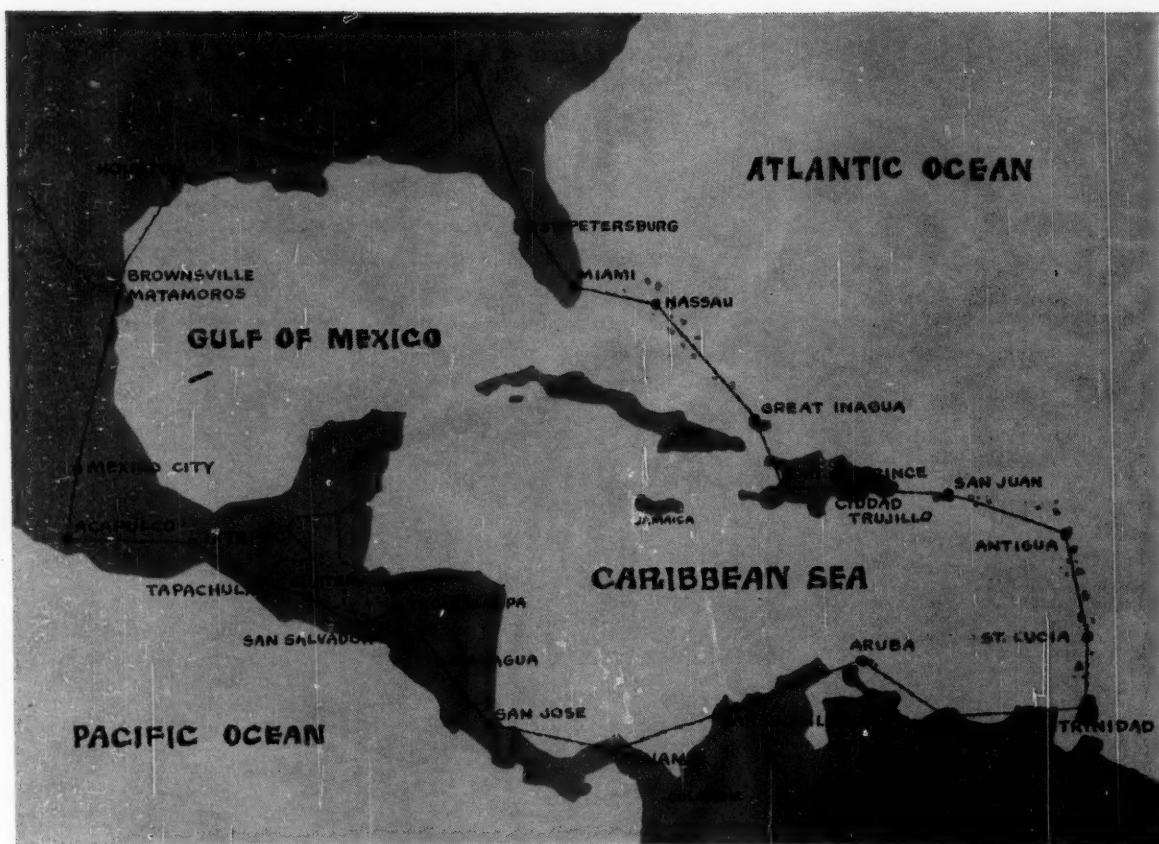


One of the solutions to this problem is the AREA DEVELOPMENT GUIDE and the continuing service which goes with each subscription. This comprehensive textbook and the following supplements on industrial development, community improvement, and area promotion provides you with a method by which you can help brighten your corporate image and, at the same time, help improve the communities in which you are interested: You can contribute the AREA DEVELOPMENT GUIDE to the local Chambers of Commerce in your interest areas. You will be aiding the community relations of your company and assisting the communities to better their business climate. The GUIDE and the continuing, one-year service are only \$25 for single subscriptions and you can get reduced rates for quantity orders.

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## EXPLORING CARIBBEAN

We have been told that our expedition was the first of its kind. But that's not important. We were not trying to look like Lindbergh on our 7,000 mile flight around the Caribbean — over water, jungle, and mountain ranges — in our small single-engined airplane.

Instead, our purpose was to prove the feasibility of such a trip for the thousands of executives who routinely use small company aircraft for their travel. We believe there are many in our audience who can and will make similar flights.

Latest estimates indicate that more than 25,000 executives today use private business aircraft. The great majority of the airplanes they operate are small single-en-

gine types. To an increasing degree, these airplanes are being used to explore new territories and to look for locations for new business facilities.

Ask any pilot-businessman. He'll tell you that you have never seen an area until you've flown it at low altitude in a small airplane. There's no better way to get a quick picture of a large new area.

If it makes sense to use the small company airplane to explore the U.S., it makes even greater sense to use this tool in looking for opportunities in Latin America. In many areas to the South, there is no substitute mode of transport.

These were some of the reasons we found our family donning life jackets and conducting an "aban-

don ship" drill one summer morning at Miami International Airport. Finally convinced that we had made every possible preparation, we got our clearance from the Miami control tower and our voyage was under way!

### Flight Log: Miami to Nassau

Actually the flight from Miami to Nassau, even in a single-engine airplane, is an easy one. The route covers only a couple of hundred miles and it has good radio facilities.

However, this was the first over-water hop for Becky and the children and there was intense interest, to say the least, as we left the shoreline behind and took our out-bound heading from the radio range station in Biscayne Bay.

Climbing through low clouds, we were soon on top of a scattered deck of fluffy white cumulus which stretched as far as the eye could see. Through the holes below there was an occasional pleasure boat and miles and miles of bright blue-green water.





ID Editor Conway, wife Becky, and daughters Linda and Laura check navigation chart before taking off on their Caribbean flight.

Want to mix a fascinating business survey with an exotic vacation cruise and a generous measure of high adventure? You'll find all these heady ingredients in the "unforgettable" exploration of the Gulf-Caribbean community of nations conducted recently by ID's flying editor (see map). Here is his exclusive report, with tips for those who are interested in development potential, flight facilities, or tourist attractions.

*By H. McKinley Conway, Jr.*

## POTENTIAL BY LIGHT PLANE

In about half-an-hour we picked up some of the small islands south of Bimini, found we were precisely on course, and tension began to ease. The family was quickly getting adjusted to having something other than dry land down below.

There was time now to begin talking and thinking about some of the tourist attractions and industrial development projects in which we were interested. Off our left wing, for example, lay Grand Bahama Island which is the scene of one of the more noteworthy development projects in the entire Bahama group. This is the free port development which is being promulgated by the Grand Bahama Port Authorities.

Already in evidence here is an industrial and commercial area wherein the Bahamas government offers extraordinary incentives. One of these is freedom from all taxation for a minimum of 30 years. During the first three years of the law, all concerns doing business in Freeport are exempt from corporate income taxes and their employees are free from personal income taxes.

The lure of this facility only 100 miles from the U.S. mainland and under a

friendly government has already proved strong enough to attract several important installations. But this is only one of many sections of the Bahamas in which new investment is being made on an impressive scale.

Continuing on course for another 60 or 80 miles, we found the beep-beep's of the omni station at Biscayne Bay becoming too faint to be usable and we now tuned to the radio beacon at Nassau. A solid cloud deck loomed ahead so we dropped down through a hole for a better view.

There, spread before us in a dazzling panorama of bright beach and green tropical growth, was the northern tip of Andros Island — biggest in the Bahamas. We were interested in Andros so we swung around the island for a good look at some of the visible signs of development.

It is here that Andros Utilities Corporation, Limited (ANDRUC) has announced plans for the world's largest privately financed land development program. This company has an exclusive agreement with the British crown looking toward the development of 800,000 acres on the island. This is an area larger than the entire state of Rhode Island!

Today Andros Island has a population of about 7,000. But ANDRUC president L. Jackson Sheffield predicts that the island will attract a population of 69,000 in 1965 and 187,000 within 25 years. He believes one of the major trends here will be the settlement of middle income groups for retirement.

Swinging again past the northern tip of the island, we noted some of the ultra-exclusive resorts such as the Lighthouse Club owned by Dr. Axel Wenner-Gren who is one of the people financially interested in ANDRUC. Then we resumed our course to the east-southeast and soon we had New Providence Island in sight. We got a prompt response from the Nassau tower and moved into the pattern behind a Grumman amphibian.

The line crewmen and the customs representatives who greeted us gave us our first sample of the wonderful Bahamian negroes who flash a winning smile and a cultured British accent. Soon we were ensconced in a little four-speed Morris and were off to see the sights.

The tourist attractions are well-known and need no further attention. We won't attempt to add to the stock of poems

## GULF-CARIBBEAN



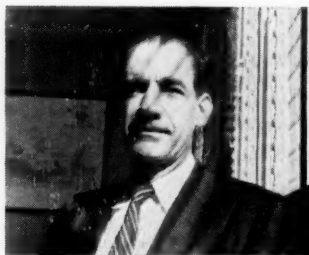
Outstanding development expert in the Caribbean region is Puerto Rico's Ted Moscoso, left. Other top-flight program administrators include Jamaica's Harold Braham, center, and Trinidad's David Weintraub, right.

### LEADERS INSPIRE CONFIDENCE

Admittedly, development programs in the fifteen jurisdictions visited during the ID survey were found to be spotty. But one of the surest mistakes a U. S. firm can make is to underestimate the competence of those who direct development plans in the region. In several areas, administrators are just as capable as those found in top U. S. programs. These men and their staff associates are prepared to give highly-professional assistance in matters of site selection and facility planning.



Nicaragua's Sacasa



El Salvador's Prieto



Aruba's F. J. Tromp poses on a sunny street in Oranjestad.

about the bougainvillea, the breadfruit, the mango, the banana, the frangipani, and the poinciana which abound on every hand.

Unfortunately, our exploration of development activities was restricted somewhat because we happened to land unexpectedly on a holiday (Whitmun) one of the many unfamiliar occasions which we found in our swing around the Gulf and the Caribbean. At this point, we therefore offer a word of advice to all who expect to transact business south of the border: make a careful check **directly with the people you expect to see** regarding local holidays.

The head of the Bahamas Development Board, Stafford Sands, had already told us the board's interest was primarily in tourist promotion. However, it seems clear that there are sufficient commercial and industrial opportunities in the Bahamas group to warrant greater attention in the future. Not only Grand Bahama and Andros but other islands have major land areas which undoubtedly will be subjected to large-scale development in the years ahead.

### Dead Reckoning to Inagua

We saw a number of such areas on the second day of our flight when we covered the stretch from Nassau down to Haiti. This was probably the most hazardous leg and certainly the one which caused the greatest anxiety.

This tension was based on several adverse factors: First, there was the Cuban situation. We had already found it would be impractical to make a refueling stop in Cuba or even to fly over the island enroute, say, to Jamaica. Thus, we were happy to find that the Bahamas government had declared the remote airstrip on Inagua Island to be an "international airport" to permit a small airplane to refuel there and to continue on to Haiti and/or Puerto Rico.

Inagua is the southernmost island in the Bahamas group. It lies almost within sight of the coast of eastern Cuba. It is reached after a fairly long over-water hop and there are no radio facilities in the area. In our case it represented just about maximum range for our airplane so that if we should be unable to find Inagua we would have insufficient fuel to go to an alternate airport.

Further, we had a bad break on the weather and there were numerous thunderstorms along our route. So it is no understatement to say that as we prepared for this hop we were giving it our complete attention.

Arriving at the Nassau airport just a few minutes after dawn we were pleased to discover there is radar in the control tower and we had an opportunity to look at the scope to check the weather on our route for the first 100 miles out. This showed a line of heavy thunderstorm activity but indicated a few gaps through which we might pick our way. Thus, with our fingers crossed we departed Nassau on a heading of 128 degrees with the first speck of land at Elbow Cay some 60 or 80 miles to the southeast.

Somewhere near but out of sight of Elbow Cay the weather deteriorated and we found ourselves down to about 700 feet ducking under heavy cumulus and flying in and out of rain showers. This was to be our weather for the next 150 miles as we zig-zagged down the line of cays first to Exuma Island and then across Long Island and toward Crooked Island.

We were really not too concerned about the weather at this point because most of the islands offered beaches on which we



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## GULF-CARIBBEAN



CARACAS: Firer of the U. N.



TEGUCIGALPA: Industrialist Holsen



SAN JOSE: Lindahl



PORT OF SPAIN: Moline



BARANQUILLIA: Utility Executive Snelham



PANAMA CITY: Oglesby

### THEY REPRESENT THE U. S. VIEW

Wherever you go in the Gulf-Caribbean region, you'll find alert businessmen and officials working diligently to promote closer and more effective economic ties between the United States and the nations in which they are active. Keenly aware of the opportunities, these men fervently hope that the U. S. will pay more attention to this burgeoning region. Photographed and interviewed in their homes and offices by ID's Editor, the men at left are typical of those who speak for the U. S. view.

could make an emergency landing. Furthermore, we had noted a strip under construction on Elbow Cay and there is a good strip on Exuma.

The worst part of the hop turned out to be the leg from Acklins Island to Inagua. This is a little over 100 miles and it is in this stretch that we were most concerned about the possible interception of aircraft from Cuba, coupled with lack of any radio communication. We had long since passed out of range of Nassau and we had discovered to our dismay that the radio facilities at the missile tracking station on Mayaguana Island were not operative on this particular morning.

By this time, however, we were committed, since we had insufficient fuel to return and our only choice was to proceed toward Inagua. Fortunately the cross winds were not very strong and our dead reckoning was about on the nose, so we were able to pick up Hogsty Reef about half way between Acklins and Inagua. Given this check point, we had no trouble in locating Inagua where we found thunderstorms just off the strip.

As we had been instructed in Nassau, we circled the village on the southwest tip of Inagua to alert the local official who would clear us and then we made our landing on the unpaved coral strip. Leaving the airplane, we found that there were absolutely no facilities but a great abundance of oversized mosquitoes. Fortunately we were able to stop a truck on a nearby road and the driver obligingly went back to the village to get assistance for us. More important, he loaned us a bottle of mosquito repellent which helped a little during our wait.

Commissioner H. C. Walkine soon greeted us and gave us a quick rundown on Inagua while fuel was pumped from drums into our wing tanks. We found that "Inagua International Airport" is owned and operated by West India Chemicals Limited, the only industry on the island. The salt pits are just off the end

of the runway.

We were told that air traffic is increasing rapidly, with considerable inter-island flying as well as occasional ferry flights from the States down to the Caribbean and South America. Commissioner Walkine said that a total of 50 airplanes touched down at the strip in one recent month.

### To Haiti Past Cuba

Nevertheless, we were glad to leave the mosquitos behind and take off on the leg to Port au Prince, Haiti. Soon after getting off the ground we were able to see the coast of Cuba off our right wing and pick up the mountains of the Ile de la Tortue in northern Haiti up ahead.

At this juncture it might be said that we were glad that we had been extremely careful in arranging for permission to fly a private airplane into the various countries along our route. Haiti, for example, was particularly sensitive and it had been necessary to get a letter from the chief of the Haitian air force and to specify the exact date on which we would make our entrance. Undoubtedly these precautions are closely related to the trouble in Cuba just a few miles away, as well as the unrest in Haiti itself.

It was nearly noon as we approached the coast of Haiti, and a long time since breakfast, so we decided to dip into the emergency canned rations we had packed. Becky learned the hard way that cans can't be opened safely at altitude in an unpressurized cabin. Our cockpit still shows stains from the can of sausage opened at 9000 feet and spewed all over the canopy, instrument panel, interior and passengers.

This was soon forgotten, however, as we swung over Port de Paix down past Gonaives and along the broad bay which is the entrance to Port au Prince. Our call to the tower there brought a quick response and we were soon on the ground with an armed guard surrounding the air-

plane. We learned this is standard operating procedure and a rifleman stood under the wing of our airplane throughout the time we were there, night and day.

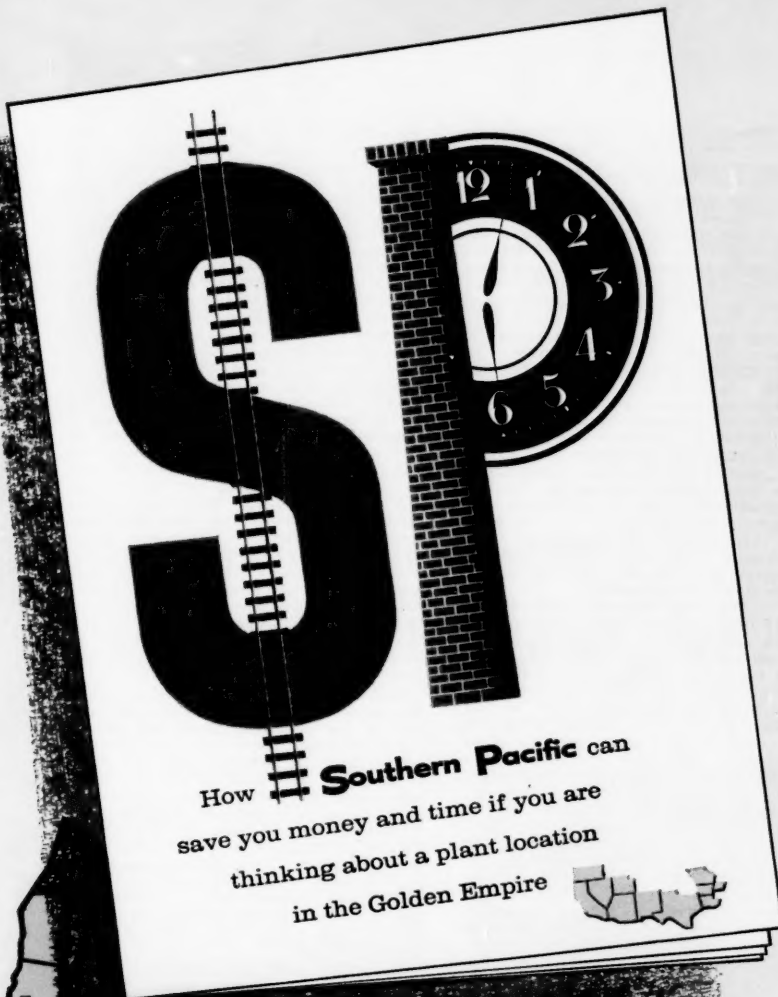
As is well known, Haiti is a land of striking scenic beauty, fascinating native customs, and extreme poverty. A visit there is good for any child from the U.S. because it gives, in a few minutes, a keen appreciation of our way of life at home. My children stared open-mouthed at the street scenes which flashed by our taxi window as we left the airport.

On the most prominent streets (Avenue Harry Truman is a major thoroughfare) there are shanty towns which rank with the worst that we have ever seen anywhere. Many people live like animals in the capitol of this French speaking negro republic. Certainly there are few spots in the hemisphere which are a greater challenge to those who are interested in economic development.

Later, as we sat on the colorful terrace of the Riviera Hotel looking out across the harbor, P. W. Wordman, executive officer of the U.S. Operations Mission to Haiti, conceded that this is one of the real problem areas within the scope of our aid program. That we have recognized this is evidenced by the fact that there are 77 people assigned to this mission, the largest in the whole Caribbean region.

The illiteracy rate here is better than 90 percent and it is virtually impossible to launch anything resembling a typical development program until the basic educational job has been done. For this reason, Wordman pointed out, our present approach here is to support fundamental education, public health, public works, and agricultural programs leading toward long-term benefits. There is practically nothing in the way of sophisticated industrial development. About all we noted was a sugar refinery and some minor export industries such as shoes and various native craft items.





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## GULF-CARIBBEAN

Those who look for industrial opportunities will be disappointed with the immediate outlook here because there are so many basic needs yet to be met. For example, there are frequent power failures and "brown-outs" in Port au Prince. The telephone service between the hotel and the downtown area a few miles away was inoperative when we arrived. The streets are in very poor condition. The international airport at Port au Prince, the nation's capitol, has no runway lighting!

From a tourist viewpoint, Haiti today is a very rewarding spot. We will never forget our breakfast on the terrace of the Riviera, surrounded by tropical foliage, with the rain clouds hanging on the mountains in the background, and with the blue harbor stretching out before us in the foreground. A gaily-dressed native brought wooden bowls loaded with mangoes, papaya, french melon, and other strange and exotic fruits.

While the atmosphere here is entrancing, it is impossible to avoid a comparison, in terms of actual development, with such neighboring islands as Jamaica. Our original plan called for flying down to Cuba and then to Jamaica for another look at the very alert and aggressive industrial development program there. Unfortunately, the Cuban situation prevented that.

However, our previous visits to Kingston and such tourist spots as Montego Bay, had already served to provide a keen interest in Jamaican progress and the frequent progress reports from the Industrial Development Corporation there has kept us informed.

Certainly, any study of the Caribbean area should include careful attention to industrial opportunities in Jamaica. Starting about 1949 with a 10 year program, the local government has provided additional incentives and in recent years has achieved significant success. Some 60 new enterprises have been established, including plants for making paint, aluminum utensils, metal windows, plastics, drugs and pharmaceuticals, lighting equipment, metal cans, brake linings, and batteries.

Other factories established under the industrial promotion program are making sportswear, knit goods, and such industrial items as textile printing rollers. At least 25 new plants have been located in the Kingston area.

In the Caribbean, the Jamaican success is probably second only to that of Puerto Rico which lay just ahead on our flight route, after a visit to the Dominican Republic.

### Across Hispanola to Ciudad Trujillo

Leaving Port au Prince we flew down a broad valley with cloud-topped mountains on either side. This was quite a change from the Bahamas where everything was absolutely flat. Crossing over into the Dominican Republic the weather was clear and we could spot the 10,000 foot peaks in the "Cordillera Central" some 50 to 60 miles off our left wing.

Soon we were calling the control tower at Ciudad Trujillo and, for the first time, discovered the communications problem that exists when the pilot doesn't know much Spanish and the tower operator uses a strange brand of English. Before we got our instructions clear we had almost landed at the military airport which would have probably caused some sort of international incident.

But we were finally cleared into the new international jet airport some 20 miles to the east of the city and when we got on the ground we found it is a

real beauty. The terminal building is spanking new, the service is prompt. In a few minutes we were riding down the new highway along a beautiful line of palms and, inevitably, comparing the Dominican Republic with Haiti.

Of course, the island of Hispanola includes both Haiti and the Dominican Republic. It is astonishing, therefore, to find two countries on the same island which present such totally different atmospheres. Whereas Haiti is virtually all negro there are very few negroes to be seen on the streets of Ciudad Trujillo. And while there is undoubtedly poverty in the Dominican Republic, it is far less obvious. Here the buildings and streets are well-kept, traffic is controlled efficiently, and, on the surface, institutions operate smoothly.

After registering the family at El Embajador, one of the Caribbean's best resort hotels, your editor hurried down to call on key officials in the government to discuss development programs. Here we were much chagrined to discover that the public agencies such as the Department of Commerce close at noon and stay closed for the remainder of the day!

While this is an extreme situation, this is indicative of the problems that an executive accustomed to the U.S. pace encounters in many parts of the Caribbean. While not many offices close for the entire afternoon it is customary in many places to stretch the lunch hour to two or three hours. This means that when you arrive in a city late in the morning or at lunch time, you can't accomplish anything until late in the day. Your work day is seriously curtailed.

However, assisted by Alfredo Rodriguez of the Dominican tourist bureau, we were able to make several contacts to gather data on development activities here.

The most articulate spokesman for the Dominican Republic we encountered was Andres Avilés Gomez who is general manager of a new textile plant in a planned industrial area several miles outside Ciudad Trujillo at Los Minas. His firm, Sacos Tejidos Dominicanos, produces gabardine, broadcloth, and native cottons for the local market. He is the product of Chialono University in Santiago, Chile, and American University, in Washington.

Gomez speaks with pride of the progress of industrial development in the Dominican Republic and cites a 10 percent annual increase in GNP here. This is documented in United Nations publications and reveals that the DR has one of the higher rates of growth to be encountered anywhere.

Gomez also indicates the frustration which many Dominicans feel toward U.S. policy. He emphasizes that they have been friendly toward the U.S. for years and feel they do not deserve inequitable treatment on sugar purchases and other economic activities. He points out that the Dominican Republic buys a great deal more from the U.S. than we buy from them.

The U.S. influence is seen everywhere. The major thoroughfare is Avenue George Washington and one of the most prominent landmarks is a statue of Cordell Hull. Local citizens are proud that this is one country in this region in which you can drink the water without fear. They are also proud of their social security system and other innovations.

### Mona Island and then Ramey Radar

On the morning of our scheduled departure, the weather was uncertain so we climbed to the airport control tower for our first weather briefing in Spanish. If

we understood, the forecast was scattered thunderstorms over the Eastern coast. (We are accustomed to the hedging and qualifying when the meteorologists are unsure of the outlook, but allowing them to do this in another language seems to be giving them an unfair advantage over the hapless pilot.)

We finally decided to go ahead, and filed a plan for San Juan. Our plan called for following the coastline of Hispanola out to the point nearest Puerto Rico in order to shorten the over-water hop. This plan, however, was disapproved and we were instructed upon leaving Ciudad Trujillo to fly off-shore and proceed directly to the island of Saona over which we would report on a specified frequency to Dominican control officials. Having no alternative, we tightened up our life jackets and took off on this route. Just as we were instructed, we placed our call over Saona but there was no response. We called several times and never received any indication that the people on the ground were listening.

This happened several times over other areas in the Caribbean and we finally discovered that some of the traffic controllers do not bother to respond — if they know where the airplane is that's all they want to hear. Our peace of mind apparently is of no concern to them.

Ducking in and out of towering cumulus, we tuned our ADF to the radio beacon on the island of Mona and shortly the beach crept under our wing. This appeared to be an ideal place to get away from it all: only a few scattered buildings and miles of white sand. There seems to be an airstrip near the southwest tip.

Proceeding to the east, we soon picked up the omni station at Ramey Air Force Base in Puerto Rico. As we made our landfall near Aguadilla, we encountered heavy thunderstorms and it was a real relief to be able to call the tower at Ramey and get a radar steer through them in English.

Our swing down the north shore over Arecibo and Dorado Beach quickly brought back memories of our very pleasant visit here the year before when we wrote the comprehensive report on Puerto Rican development (see March, 1959, INDUSTRIAL DEVELOPMENT, pages 17-48). The high regard we have for the "Bootstrap" program here is evidenced by the fact that INDUSTRIAL DEVELOPMENT had selected Puerto Rico's Governor Muñoz Marín to receive our Distinguished Service Citation.

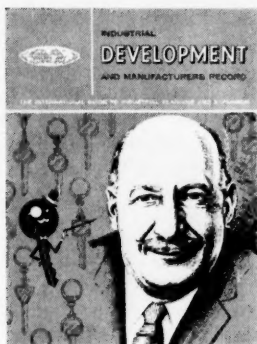
We made the presentation to the Governor in a colorful suite at La Fortaleza, the historic government center in the old section of San Juan. The Governor filled us in on some of the new developments which had occurred since our previous visit. Important among these is a free port project at Mayagüez on the west coast. We were also happy to learn that the beautiful new tourist hotel at Ponce is in operation and is booked heavily.

One of our favorite spots is the Caribe Hilton Hotel which provides a breathtaking view on one side of an old Spanish fort and on the other of a palm-fringed lagoon with the blue Caribbean as a backdrop. We lingered here for several days while the children soaked up sun before charting our next flight leg to the east and south.

### Jumping Off for the West Indies

At this point, we were about half way down the island chain between the mainland of the U.S. and South America. (Continued on Page 86)





While acquiring additional diversified manufacturing operations in key areas and locating new facilities with an eye toward blanket national distribution of its products, Cole National Corporation carefully planned and implemented point-of-purchase locations so effectively that today the company has 40,000 of its National Key machines in retail outlets. This activity has been and is being supplemented with a variety of other manufacturing and distribution operations.

## COLE NATIONAL CORPORATION:

# A SAGA OF IMAGINATIVE MERCHANDISING

Until December 30, 1960, Cole National Corporation was The National Key Company. The name was changed on December 21 with stockholder approval, because it was felt that the former name was misleading. The National Key Company has been diversifying its product line ever since its inception more than a decade ago. Keys and key-cutting equipment still constitute a major portion of Cole National's business, however, and The National Key Company is now a major division of Cole National Corporation.

The predecessor of The National Key Company, National Key Shops, was founded in 1930 by two men who originated the idea of leased departments and also of loaning and servicing key duplicating machines. This partnership was dissolved shortly thereafter. Joseph E. Cole came to work for the company in 1935 as office manager. The remaining owner worked with Cole to develop the business until 1944, when Cole left to join a competitive company which was doing war work, both on keys and automotive parts.

During the war, Cole started to develop this company's business in competition with National Key Shops. By 1950, this was a million-



The headquarters plant and offices of Cole National Corporation, formerly National Key Company, are in Cleveland, Ohio. This new building, completed in 1959, also houses the records and accounting systems, storehouse, and packing and shipping departments.

dollar business. It had no real future for Cole, however, since he could never be anything but a minority holder in it. At this time he got private backing and bought out the loaned-machines business and leased key department operation from the company and also the National Key Shops. With the merger, it became a two-million dollar business.

The basic concept of the original — and a large portion of the continuing business — is a simple one and its success has come from constant, imaginative merchandising.

In 1930, individual locksmiths and some large hardware stores did most of the key making. Most

of these shops were located on side streets with little traffic. Their principal business was service and repair of locks.

The two men who founded National Key Shops had felt that keys could be sold as impulse items. For this it was necessary to have key-duplicating service where traffic was heavy. The places which had the most traffic were dime stores, which got their impetus during the depression. The first trial was made in a downtown Cleveland variety store where a locksmith was hired to set up a shop on a six-foot counter. Equipment was designed to duplicate any kind of key — brass, iron, steel, etc. To-

## COLE NATIONAL

day's typical stock numbers about 1,000 styles. There are now about 280 such locations, "leased departments," or lock and key shops, for which National Key furnishes the fixtures, stock, and the operator — who does all kinds of lock repairing and key cutting, but does not go out on service calls.

The store which supplies the space collects all the money, deducts its commission and sends the rest to National Key. Until 1948 all leased departments were inside stores in 80 major cities. That year Joe Cole tried for a Sears store, found no space but was offered a booth in the parking lot; this first parking lot booth led to others, because it turned out to be an excellent location.

### Experimental Shop

As soon as the first experimental "shop" proved successful it was decided that a program was necessary to fit all the stores of a chain, since this was the way to get large numbers of locations. So a smaller, less comprehensive installation was developed. Only the largest stores in a chain would have sufficient volume to support the "leased department;" the smaller installation provided flexibility. This consisted of a small duplicating machine which could cut brass keys, the commonest kind, which today requires about 150 different blanks to cut about 80 per cent of demand. The operation is simple. The master key is held by one vise and the blank by another. The serrations of the master key are followed by a guide and at the same time a rotary file cuts a duplicate key.

The third step was the merchandising procedure. Since the cost of a number of duplicating machines was a high capital investment for a chain, a merchandising technique was evolved. A package deal included the loan of a duplicating machine and the service of a man to install it and teach personnel how to run it. Key blanks were also provided, and a means was devised for the easy identification of the correct blanks. Inventory control, maintenance and free advertising material were also part of the deal. National Key was to sell the key blanks. A major variety chain was the first chain to try

it, with ten locations. There were two other advantages given: keys were sent out in batches as small as a quarter of a dozen, and full credit given for all spoiled blanks. For all outlets, key blank merchandising is directly to the stores and not through jobbers.

Up until 1958 selling was almost entirely direct to the stores carrying the National Key lines. In 1958 the company broke into the tobacco store market, a move which was greatly accelerated by the display booth taken at the National Association of Tobacco Distributors' convention. Now Cole National sells to tobacco jobbers, and many other jobbers — drug, stationery, hardware, automotive, etc. This "schedule" was pushed by a booth at the NATD again this year — and by a contest open to tobacco jobbers and dealers.

The Cole National Corporation plant and offices, completed in October of 1959, at 5777 Grant Avenue, Cleveland, houses the headquarters offices, the records and accounting systems, machines assembly operation, storehouse, and packing and shipping departments. More than 1,000 parcel post orders go out daily.

Today there are 40,000 of Cole's National Key machines in variety stores, hardware stores, automotive stores, etc.

Until 1955 the company dealt in very little other than keys and duplicating machines except for a few carded items which had been part of the original National Key Shops stock in trade.

### First Expansion

In 1955 the first expansion through acquisition occurred when the National Key Company bought the Signa-Craft Company, which was engaged in the production and sale of novelty key chains, monograms, initials, and gold-plated automobile keys. This was an outright purchase. At that time National Key was privately owned and Joseph E. Cole was the principal stockholder. The purchase included a plant in Providence, which was expanded by the lease of another plant (the latter was given up when the new facility opened in October, 1959, in Cleveland). Signa-Craft sales were mostly to

automotive jobbers and automotive chains.

The novelty business was started after the acquisition of Signa-Craft. One of the first chains National Key approached had been selling about \$5,000 a year in novelty items bought from various suppliers. National Key became its sole supplier and the first year sold \$11,000 worth of novelty items in the same chain. They are also in the midst of programs in many other large variety store chains, several drug chains, and continue to open new fields of sales.

Self-adhering 18-karat gold-plated initials are one of the most rapidly expanding items in this line. The appeal is personalization of almost anything, simply, and with no damage to the article. Special efforts have recently been made to develop new merchandising techniques for these initials with increasing success. One of the devices has been a display rack designed to be placed by the cash register, particularly in drug, variety, automotive, stationery and office equipment stores. This has increased not only the sale of the initials but also of items which could be used with the initials. Window displays of these items — such as brief cases, billfolds, desk calendars — with initials, were set up. Slogans were created, such as "Now — Personalize your office with the executive initial!"

Other novelties include a group of auto accessories such as detachable key chains with hideaway ignition key and knife or an ignition and trunk key in a holder with a "dream car" on holder, auto emblem gold plated key, coin holder car key, jeweled car key; key chains with initialed tag, or auto emblem tag or individual sport tag, or St. Christopher medal tag, or fraternal order tag; self-adhering custom car crests, and emblems including flags of all nations; and hideaway leather key cases. There are self adhering name plates as well as initials. There are key chains with birthdate calendars, state symbols, personalized book marks, and many others.

Because of constant work on such special display techniques, slogans, and other devices, the firm is called "especially adept in the de-

velopment and use of point-of-sale materials." Furthermore, "other tests run by the company to determine the effective use per square foot of sales space has proven that Cole National Corporation's products rank among the first ten items which can be offered for sale by a retailer in terms of profit return per square foot used."

At the same time Signa-Craft was purchased, Elnar, Inc., was not included but was wholly-owned by Joe Cole and Signa-Craft's Leo Stupell. When the National Key Company went public (over the counter) in October, 1959, Elnar, Inc., was included and is now a division of Cole National.

This division specializes in the design and creation of selling ideas and products in connection with sales promotion programs, traffic-building campaigns, etc. Elnar supplies the complete materials needed for trade shows, conventions, special promotions.

John Kapstein, Cole's Vice President in charge of the Elnar division, reports that 400,000 potential customers were brought into the showrooms of a major automobile maker recently by means of an offer for a personally-initialed gold car key to everyone who came in, regardless of the make of car he drove. During 1960, Elnar developed programs for more than 650 U.S. financial institutions alone, featuring gold car keys to be used as incentives for new depositors, increasing deposits, car loans, etc.

Cole National also has a Plastics Division which markets a push-button type of bottle cap (the patent for which they bought) and a plastic all-purpose measuring spoon. The company has no other patents, except for a few designs.

The Company is extremely interested in adding higher ticket items and products to its present line.

In Canada the company is incorporated as The National Key Company of Canada, Ltd.

Total employment of Cole National and its 12 wholly-owned subsidiaries is around 800. There are 178 in Cleveland, about 300 in leased key departments, 60-70 in Providence, 50-150 in Chicago and a growing field force of sales and service representatives of more



The principal manufacturing and distribution points of Cole National Corporation in the United States, Canada and Puerto Rico are located to take advantage of market concentrations, available labor and extensive transportation facilities.

than 50 (January, 1960).

The subsidiaries are: Cole Industries, Inc., Puerto Rico; Graham Mfg. Co.; W. L. Gray & Co., Inc.; Jeco Mfg. Co., Rhode Island; National Key Co. of Canada, Ltd.; Norton Credit Co.; Signa-Craft, Inc.; Fairfield Publishing Co., Illinois; Fairfield Greetings, Ltd.; Shore Mfg. Co., Long Island, and Marco Optical Company.

In 1951 National Key built a \$300,000 building at 4515 Superior Ave., N.E., in Cleveland and expanded it in 1955; in the fall of 1959 it moved into a brand new, million-dollar plant with 65,000 square feet of space built on 6½ acres just inside the Cleveland city limits at 5777 Grant Avenue, S.E.

The first over-the-counter stock offering was made October 22, 1959,

by C. E. Unterberg, Towbin Co., of New York. 200,000 shares of Class A Common stock were offered. There are now some 1,000 stockholders in 22 states. There is an **average** of 614,314 shares outstanding. Par value is \$.50. Selling price is about \$19. Authorization was 1,000,000 shares of Class A stock and 475,000 shares of Class B. Of the latter, all are outstanding.

In 1959 the Company started a new type of service. It had been interested in "three-minute heel repair" as a service and a few years ago actually leased some concessions and also street shops for this business. It didn't appear to be developing, so National Key sold its assets. Last year a large general merchandising chain came to National Key wanting to improve

## COLE NATIONAL

their shoe repair service. The Company agreed and now has locations in ten of the chain's retail stores. The number of shops is being expanded as rapidly as possible. These locations operate on the same principle as the "leased departments" in the key business. The shoe repair man is an employee of Cole National, which also supplies pack-



JOSEPH E. COLE

The founder of Cole National Corporation, formerly the National Key Company, is Joseph E. Cole who is president and chairman of the board. The company is the largest manufacturer of keys and key chains in the United States. Mr. Cole attended Ohio State University, and Penn College in Cleveland. His first job was with National Key Shops, when he was 20. In 1950 he bought with private financing the division of Curtis Key Company which he had developed and National Key Shops to form National Key. After considerable growth and diversification, the company was given its present name as of January 1 this year.

age inserts, advertisements, other promotional materials. The departments are attractive. The idea is to encourage "carry-in" trade: bring in your shoes for repair when you arrive at the store and pick them up when you've finished your shopping. A "three-minute" heel repair is also offered. Cole National is looking toward other outlets for this service, such as shopping centers.

Another new product is a line of humorous studio cards with key chain included. These are called "Chain-Gag" greeting cards and sell for 50¢. These tie in closely with Cole National's acquisition (as of April 12, 1960) of the Fairfield Publishing Co. This greeting card company was founded ten years ago, in Chicago. The number of Fairfield employees varies from

50-150. It has a 60,000 square-foot plant and annual sales of more than \$1 million. It was purchased for "several hundred thousand dollars cash and a small amount of National Key stock." The operations of this company continue under its former management and at its present location. The president is S. L. Reinschreiber. Cole expects to expand Fairfield sales and to expand into the gift wrap and allied fields. As its sales grow, its overflow work may be brought into the new Cleveland plant. Cole National expects to boost the sales outlets of Fairfield products by enlarging the field sales organization.

### More Diversification

During 1960, Cole National acquired two additional companies, diversifying its product line even further. In September, Shore Manufacturing Company, of Long Island, became a wholly-owned subsidiary. Shore's business is in marketing such items as binoculars, cigarette lighters, stapling machines, and similar items, largely for sales-incentive commercial use.

In November, Cole established another subsidiary operation, Marco Optical Company. Marco operates complete optical departments in major variety stores.

As Joe Cole says, "The forte of our company is marketing and merchandising. We have a fabulous distributing system, as good as many of the nation's biggest companies, and a tremendous field organization."

He gives much of the credit to the company's "fantastic organization of bright young men — one of the best in the country." He trusts his judgment of people and is willing to give them much opportunity — more perhaps than is actually justified, he says — and to gamble on them. He says he believes in giving unusual responsibility and unusual financial return — not only in money, but also in stock.

Norton Rose, Cole's Executive Vice President, is 32 and "dynamic." With the expansion of the sales and service force and the opening of the West Coast sales office, a General Sales Manager, R. B. Unger, was hired to assist Rose, who is also Sales Vice President.

Keith C. Wilson, Vice President

for Finance and Administration, is 40 years old and the third member of the Executive Committee with Cole and Rose.

Sidney Wisch, Dartmouth '34, another Vice President and a former advertising man, has much of the responsibility for developing merchandising techniques. He is also liaison officer and coordinator for sales promotion, advertising and public relations.

Inventory control for customers is one of the basic techniques. Through the use of automation it is possible to keep track of customers' sales and know when to alert them to reorder. Also a preprinted order form which goes out with the original package is replaced as part of each order.

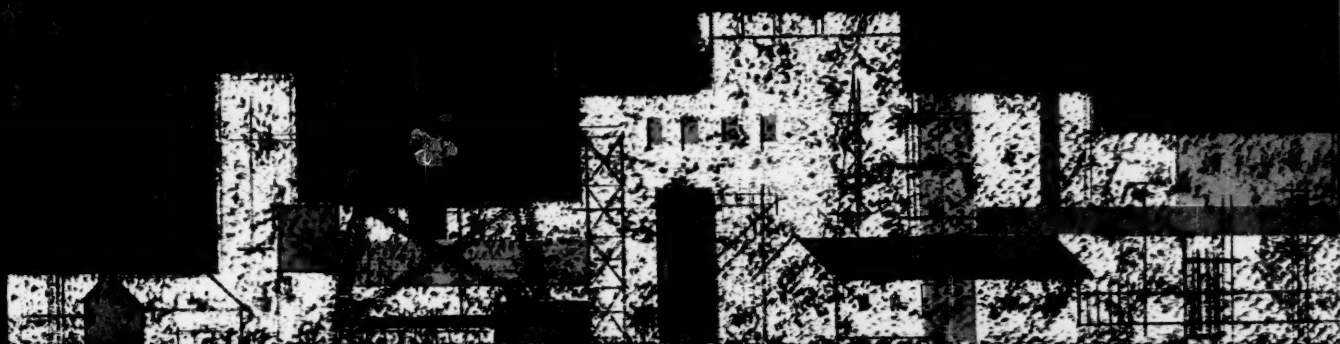
Another important part of merchandising are the unique display racks and background cards, especially designed by and made for Cole National. The racks are their great pride, since they have developed them for every type of location and in such a fashion that they will not be tossed out to make way for some new item put on sale by the store. This means they not only fit the various types of counters (many attach directly to the counter) but also can be placed so that they do not become a nuisance to the store owner and will catch the customer's eye. The Automotive Division, for instance, handling novelties for cars and car key blanks, has a special "Car Bar" display for accessories.

Additionally, Cole National turns out a great many display cards, customer appeal items like package inserts, and display ads.

The Company is engaged in intra-company public relations with the publication of a company paper. "The Keyhole," and "National Key-Way" for its locksmiths. It also has a registered Trade Mark — "Mr. Key" — the figure of a little key-shaped man.

It is this merchandising flair and organization that Cole wishes to capitalize on in acquiring or merging with other companies. He wants to diversify and increase his product line and states that Cole National "has value enough to give equity in its position with other companies."





# **ELECTRIC UTILITIES**

Already in the vanguard of organizations providing facts, figures and on-the-spot personal aid to site-seeking industrialists, the nation's electric utility companies are today making further moves to enhance the professional status of their area development departments. These and other things that the industry is doing in order to serve you better are highlighted in this second annual I.D. report on progress of the Electric Utilities.

## EXPERT PLANT LOCATION HELP

Commerce and industry executives should be rather pleased at the events and attitudes at the annual meeting of the Edison Electric Institute's Area Development Committee held in St. Louis. The theme of this meeting was "Area Development — A Responsibility of Business Management" and the participants reflected an attitude of concern for the business climate in which industry must operate.

In fact, EEI Area Development Committee Chairman Robert P. Lee illustrated the pattern of thought with his talk: "A Responsibility of Free Enterprise — We Accept!" Not only are the electric utilities equipped to serve you with current data on the basic site selection factors, but they are also working concerted to help improve the business climate of their service areas.

Excerpts from reports prepared by the president of EEI, Sherman A. Knapp (who is also president of the Connecticut Light and Power Company) and J. W. McAfee president of Union Electric Company, are included in this feature. They further exemplify the present thinking of the electric utility executives and your attention is invited to these reports. From these statements you will find that the electric utilities are taking a more active part in the development of a healthy atmosphere vital to the profitable operation of any competitive business.

In addition, this workshop indi-

cated more concern for the professionalization of the area development departments in their companies. More than half of the meeting time was spent on research and planning, an indication of the trend of the development activities of the electric utilities.

The premise that electric utilities are good sources of information when you are involved in the site selection process is substantiated by the varied and comprehensive services offered by these utilities throughout the United States and Canada. These activities were confirmed again in an annual survey made by ID's research department. A detailed questionnaire was sent to the major electric utilities and 71 completed forms were returned.

Of these 71 returns, 66 stated that they either conducted or assembled research studies on their service areas. This means that you are apt to find that you can get valid, researched data on these areas which can be vital in your search to find the "right" plant site.

Fifty of these utilities maintain complete files on the 10 basic location factors: Markets, labor, raw materials, power and fuel, water and waste, climate, transportation, financing, legislation and taxes, and civic characteristics. Thus, with one contact you can have at your disposal all the basic information.

Files on the above information for individual communities are

maintained by 54 utilities, indicating that four more should also have answered the above question affirmatively. Fifty-two of these firms keep this basic information on communities in comparable form such as an audit or survey so individual communities can be easily compared.

Carrying this service a step further, eight electric utilities serve as Area Registries for the ID-sponsored Registered Community Audit program. This means that you can obtain Registered Community Audits that are comparable on a national scale, making your weighing process much simpler. These companies include utilities such as Kentucky Utilities Company, Lexington, Kentucky; Union Electric Company, St. Louis; West Texas Utilities Company, Abilene, Texas; and Wisconsin Public Service Corporation, Oshkosh, Wisconsin.

Detailed information on available sites, covering items such as cost, ownership, availability of utilities, and zoning, is available from 60 of the utilities answering the questionnaire. These catalogs of sites make the final stage of selection much simpler.

An unusual fact was revealed through these completed questionnaires. Electric utilities are not generally known as owners of industrial land; yet, 18 of these firms stated that they did own or share in ownership of developed or undevel-



## OFFERED BY ELECTRIC UTILITIES

oped industrial sites. Whether or not this is a coming trend was not determined since date of purchase and other details were not requested. This is an area for further study.

Specific site studies are conducted by 58 of the utilities responding to the questionnaire. Twenty-eight offer assistance in the design and layout of new plants, most of it concerned with the electrical needs of the plant. Also, 28 of these utilities offer financial assistance either directly or indirectly to new or expanding plants. Comments indicate that most of this assistance is indirect.

Sixty-one respondents conduct or participate in long-term community improvement programs; 30 aid communities in setting up urban redevelopment programs; and 52 assist communities in formulating and carrying out land-use planning and zoning programs. Fifty-one utilities help local communities set up local foundations or development corporations.

As would be expected the great majority, 62 of the 71, engage in promoting their service area and its communities through such programs as national advertising, direct mail programs and motion picture distribution or production. Many of these utilities also sponsor development workshops and orientation sessions.

From this survey, it is obvious



Among electric utilities leaders who have had and are continuing to have an important part in the area development activities of Edison Electric Institute and of their individual companies are J. E. Johanson (left) and R. P. Lee. Mr. Johanson, an executive of Union Electric Company, is chairman of the EEI Workshop Committee. He has been with Union Electric since 1931 and is widely known in the development field. Mr. Lee, chairman of EEI's Area Development Committee, is manager of area development for the Connecticut Light & Power Company and one of the nation's outstanding exponents of free enterprise.

that the electric utilities are better equipped than ever before to help you in your site selection procedures. And from the activities re-

ported on earlier, electric utilities are directly involved in promoting good business, economic and political climates in their service areas.

# POWER GENERATION CAPABILITY HITS NEW HIGH IN PAST YEAR

Tied in with their activities to push industrial development and to improve the business climate in the areas they serve, the electric utilities have maintained a program of expansion — to the tune of billions of dollars — which is your assurance that the power requirements for your new industrial or commercial facility will be amply met just about anywhere you may choose to locate.

*By Sherman A. Knapp  
President, Edison Electric Institute*

**D**uring 1960, a year in which the American economy as a whole followed a somewhat uneven path, the electric utility industry continued its record-making growth, substantially advancing toward the level of power-producing capability expected by the end of the decade.

By 1970, investor-owned electric companies plan to have doubled their present capability and their production. By 1980, they expect both capability and production to be nearly quadrupled.

According to preliminary figures, electric energy output (including imports from Canada) by the total electric utility industry in the contiguous United States (i.e., exclusive of Alaska and Hawaii) is estimated to have reached a record high of 764.8 billion kilowatt-hours during 1960, an expected increase of some 45.3 billion kilowatt-hours, or 6.3 percent over 1959.

With the addition of the electricity generated by industrial plants and by railways not contributing to the public supply, and of generation in Alaska and Hawaii, the United States' output is expected to have reached a record total of 850 billion kilowatt-hours in 1960.

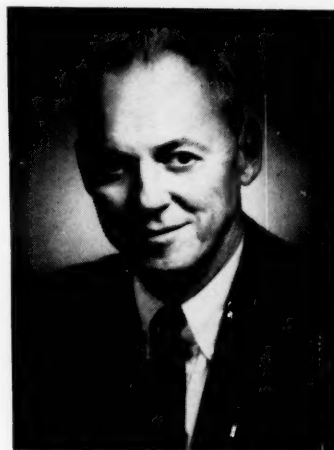
Production of electricity within

the United States (including Alaska and Hawaii and excluding imports) reached a record high of 845 billion kilowatt-hours.

## Capability at New High

In December of 1960 the power-producing capability of the electric industry in the contiguous United States is estimated to have reached a new high of 175.9 million kilowatts. This was an increase of 12.6 million kilowatts, or 7.7 percent, over the 1959 figure of 163.3 million kilowatts. Of the industry's total of 175.9 million kilowatts of capability, 134.0 million kilowatts, or 76.2 percent were provided by investor-owned companies. The remaining 41.9 million kilowatts, 23.8 percent of the total, were provided by government-owned or government-financed power agencies.

The nation's total electric generating capability, including railway and industrial plants not contributing to the public supply, is estimated to have reached approximately 193 million kilowatts, an increase of some 13 million kilowatts over 1959. Including Alaska and Hawaii, total capability available to the United States is estimated to be about 193.9 million kilowatts.



Sherman R. Knapp is president of The Connecticut Light & Power Company and current president of the Edison Electric Institute, an organization whose membership is comprised of the nation's leading stockholder-owned electric utility company. Mr. Knapp joined Connecticut Power & Light in 1928 and served in a variety of positions prior to being elected to his present position in 1952.

## Lead Over USSR Increased

At the close of 1959 the Soviet Union reported a total of 59.1 million kilowatts in electric generating stations. During 1960, an estimated 7.5 million kilowatts were added, bringing Russia's total generating capability at the end of 1960 to an estimated 66.6 million kilowatts. Thus, the United States' kilowatt lead over the Soviet Union increased by 6.3 million kilowatts during 1960, from 121 million kilowatts a year ago to 127.3 million kilowatts today.

The amount of electricity used by each person in a nation provides a good indication of the nation's total productive capacity and of the well-being of the people. In 1960, the estimated use was 4,716 kilowatt-hours for every man, woman, and child in the United States. In the Soviet Union, estimated use was 1,322 kilowatt-hours per capita.

## Benefits of Electricity

Electricity makes it possible for men to increase their productivity. It helps industry make more goods at lower cost. Without it, our industrial society could not operate. No matter where a person lives in America or how he earns a living, electricity contributes to making

his work less arduous and his life more comfortable.

But the nation's electric companies contribute to the American economy in other ways. For example, they constitute one of the most important sources of tax revenue in the country.

For 1960, it is estimated that the investor-owned electric companies will have a total tax bill on their electric operations of approximately \$2.35 billion — approximately \$160 million more than in 1959. These payments are to all levels of government — Federal government getting the greatest share.

### Some Predictions for 1961

For 1961, the electric companies plan to expend about \$3.41 billion for new plant and equipment. During the year, they plan to add about 7.5 million more kilowatts of generating equipment. Governmental agencies are expected to add another 3.8 million kilowatts during the year. The expected capability for the total industry in contiguous U S at the end of the year is 187.2 million kilowatts, 6.5 percent over the 1960 figure.

By the end of 1961 electricity output in the United States, including Alaska and Hawaii, is expected to be 7.0 percent higher than in 1960, totaling some 910 billion kilowatt-hours. Sales by all parts of the industry in the contiguous United States are estimated to reach a new peak of 715 billion kilowatt-hours, 7.2 percent over the 1960 record. The number of customers is expected to increase to 59.8 million by the end of the year. The investor-owned companies should increase their revenues by about 6.8 percent over 1960, reaching \$12¼ billion for 1961.

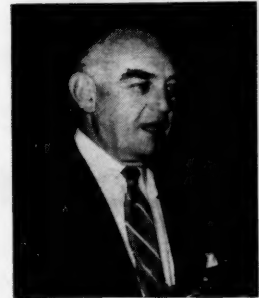
### Nuclear Power

During 1960 the electric companies' program for development of nuclear power made substantial gains. The nuclear power station of the Commonwealth Edison Company-Nuclear Power Group began commercial operation in Dresden, Illinois, during the year. This 180,000-kilowatt station, completely financed through voluntary investment, is the largest atomic plant in the United States.

The Yankee Atomic Electric

### PRIVATE ENTERPRISE SHOULD LEAD IN AREA DEVELOPMENT

In a talk made at the recent Seventh Annual Area Development Workshop in St. Louis, an event sponsored by the Area Development Committee of the Edison Electric Institute, President J. W. McAfee of Union Electric Company warned against some of the dangers of "big government," particularly in the realm of area development. He asserted that such development is "safer left in the hands of business enterprises" because "those of us in business who have the responsibility of managing the money of others are of necessity charged with producing not only a result but a sound result, and those of us who are in business like the electric utility business, that has nothing temporary about it, are charged with producing a result that's not only sound today but has sound implications for the future." He emphasized also that the best results from area development come from having people participating in it because they have a stake in it. "I think," Mr. McAfee concluded, "that there are very few things which have won the respect of more people for our industry... than a healthy, sincere interest in area development, particularly when it's being connected with productive results."



J. W. McAfee

Company, made up of 11 New England electric companies, completed and put into operation a 136,000-kilowatt nuclear power plant located at Rowe, Massachusetts.

Including the two plants which began operation during the year, five electric company nuclear power plants are now in operation in the United States. Two more are expected to come into operation during 1961, which will bring the total of nuclear-fueled power capacity in the nation to about 760,000 kilowatts by the end of the year.

At the end of 1960 a total of 132 electric power companies were participating in one or more of 26 major projects for the development and construction of atomic power plants and for major research, development and study projects. This broad program involves a total utility company investment of over \$650,000,000.

### Research Programs

To meet the power needs of the American people in years to come, the nation's investor-owned electric companies are intensifying their varied research activities. One aspect is reflected in the establishment of a new research division within the EEI organization. This division will be concerned with a number of important research

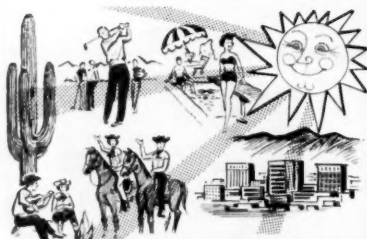
projects of industry-wide interest.

The research efforts of the electric companies are directed towards a multitude of subjects. They include work in all phases of the generation, transmission, distribution and use of electricity. "Exotic" power sources, such as the fuel cell, the thermionic tube, the thermoelectric generator, and devices making use of the principle of magnetohydrodynamics, are being carefully explored.

Electric service has done much for the American people in the past, but the electric companies believe even greater possibilities lie ahead. The future holds promise of electrical appliances, equipment and machines which will make the America of 1960 seem almost primitive.

As use of electricity increases, the electric companies will be ready, as they have been in the past, to supply the abundance of electric power the nation will need. Financed in the free market, the nation's investor-owned electric companies will be able to meet in full the power needs of all Americans.

(The summary on the following page, which presents some of the benefits to industry and to communities of the area development activities conducted by electric utilities, is taken from a report which also was prepared by Mr. Knapp.)



## TUCSON

*"For Industry and  
A Way of Life!"*

Tucson's business climate is good for industry. Your plant is Wanted and will be Appreciated.

### LABOR

Skilled, semi-skilled and unskilled. Arizona has right-to-work law. Wages fair and reasonable.

### TAXES

NO manufacturers inventory tax. NO City income tax in Tucson. Lowest state corporate income taxes in nation.

### POWER

Electricity and natural gas rates are lower than in most industrial centers. Adequate electric capacity for growth.

### LOCATION

Tucson is the center of the largest electronic testing facility in the world... U.S. Army Electronic Proving Ground, Fort Huachuca.

### TUCSON'S GROWTH

(Greater Tucson Area)

1940	66,000
1950	123,000
1960	252,000
1970	425,000 (est)

The Bureau of Census predicts that Arizona's population will increase 42% between 1960 and 1970, whereas the U.S. as a whole will increase 15½%. There are 16 other good reasons why your plant should be located in Tucson.

A CONFIDENTIAL, NO-COST, SITE-SELECTION SERVICE provided by the Tucson Industrial Development Board will work in close liaison to help you select the site best suited to your immediate and long-term needs.

### TUCSON GAS, ELECTRIC LIGHT & POWER COMPANY



Invites you to write

#### The TUCSON INDUSTRIAL DEVELOPMENT BOARD

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Please send a copy of the brochure  
"TUCSON—For Industry and A Way Of Life" to:

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## EEl's KNAPP CONTINUES...

# AREA DEVELOPMENT CREATES BETTER BUSINESS CLIMATE

For a shareholder public utility, the factor of growth is commerce. We are locked into the area we serve and while we sell our juice, swap it among neighboring companies, we're pretty much dependent on our own efforts to sell our product in our own areas. While we must finance and maintain equipment to meet peak demands, we cannot run it a second and third shift to provide handy six-packs of exportable kilowatts. In our business you can't go away. You can only grow up by promoting higher use and you can only grow out by helping to develop the economy of the area you serve.

We can build a man only by helping to build opportunity. Call it growth if you will, call it area development. Growth, even if you properly call it area development is all around us. Area development, like Public Relations, exists even without opening a door. Area development also can exist in the negative form, in the ribbon cities that stretch thin along the highway, in mixture of old homes, new factories, filling stations, pizza palaces and the kind of drinking facilities and sleeping facilities that worry the local police, neon slums that can downgrade an area in the minds of the travelers and the visitors all too quickly.

This too is growth, visible growth such as began along the railroad tracks a century ago, weeds that remained to plague the railroads and travelers even now. This too was area development, but development so unsophisticated that we now talk about redevelopment of such areas.

The kind of area development that I am talking about here, however, is the plan and the orderly blueprint of a vision. The vision of a town, a city, a whole area, assessed in its plan and purpose, defining its capacities and necessity for growth. In this kind of area development, on purpose, the power company has a duty as well as

an opportunity. It has a responsibility with stockholders and customers and neighbors, as well as a high stake in jacking up the economy of its geography.

We are, all of us whether we want to or not, and who doesn't, up to our elbows in area development operations. In the passive minimum we want to know what's going on in time to bring into rough balance our residential, commercial and industrial loads. We can't have one without the others. In the active maximum the company maintains a complete area development department with people and records and the contact; to pinpoint anything from a branch creamery to a multi-million dollar copper and brass tube mill a quarter of a mile long.

Some utilities use space advertising in the glossy business magazines and more widely read news weeklys. Some use direct mail to reach and attract prospects for plant sites complete with good living. One utility, I'm told, went so far as to have letters to presidents addressed with pen and ink and in a feminine hand and seasoned with a squirt of perfume, this on the theory that no secretary would dare discard or open a letter so disguised. I wonder to myself if the head man might not overreact to such an approach.

According to our historian at the Edison Electric Institute, the first documented example of a public utility getting into area development was the Mark Whitney Power Company in California, which was formed for the express purpose of pumping water to make an arid valley to support agriculture and customers. The date was 1899 and the company is one of the ancestors of the Pacific Gas and Electric Company. Incidentally we have one that you may or may not know about, known as the Holyoke Water Power Company who built a very complex system of canals in the city of Holyoke to attract industries to use the water that they had de-



## ELECTRIC UTILITIES

veloped. It is now a regular power utility, generating by water and steam.

My own company played an important part in the development of what we know as area development, complete with its own stock, files, know-how and know-who. The effort began quite informally and out of a sheer and rugged necessity when one of our power sales engineers in the eastern end of the state watched the one-company towns wither during the depression of the 30's. When he began commuting to New York City, laying facts and photos before industrial real estate men, he started the company's area development operation. My state can claim another first in area development by its establishment in 1939 of the first official city-wide agency with Connecticut Development Commission. This is the governmental body which demonstrates everyday how seriously Connecticut takes inquiries about plant sites and resulting people operations. But our greatest pride as a public utility linked and dedicated to the development of our own area has been the success of the Connecticut Development Credit Corporation.

### Planning Is Necessary

In the four decades since area development became a department in our company and a factor in our corporate thinking, we have had to learn to live with and within the growth of the area we serve. We have come to understand the necessities of local planning and zoning, which attempts to direct but not always control the pressure of population in business to keep them orderly and purposeful. This planning and zoning are relatively new factors in area development.

In a very important way they modify the old concept that a man's line is his own to use as he sees fit, selling pieces by his own measurements. In my native New England there is nothing really new about the subjection of the rights of the individual property owner to the rights of his neighbors. He may not keep cows or swine on his own land within so many feet of his neighbor's home, or conduct a tannery or glue factory according to

laws of any date, what we call zoning by a century or so.

Modern zoning regulations are an extension of the principle of subordination of the individual for the good of many. Modern planning embraces even larger brackets of time and people and land. Both planning and zoning are very real foundations in area development. They must be measured not simply in the selection of a plant site but in the tough economic relation of an average paycheck to the local price of a house and lot and the taxes that pay for schools and services. Intelligent planning, which includes the broader educational and recreational facilities that round out living.

We work closely on a person-to-person basis with our clients in the companies and communities — the personal touch. Our area development Department has grown considerably from the single platform of our volunteer who pioneered the idea. It is stocked with experienced people equipped with files that produce a map or photograph or a significant freight rate at the drop of a question. Our people are loaded with facts and efficiency, but they never underestimate the power of the human element. The community's facilities for a full and happy life may be more important to its development than the more visible facts of land prices, trucking time and tax rates. Dr. Dice Suits of G.E. put it aptly: "People, especially ambitious young people, with excellent aptitudes and training are remarkably responsive to their environment."

"They will sense this climate and respond creatively if it is made very clear that creative, scientific and technical work is truly an objective of the enterprise." I might add that this atmosphere is not confined to the air-conditioned working hours of the enterprise, but includes the opportunities of the whole community. Machines don't care where they work but people do, especially people in a technology-based industry who need association with their own kind, the friction of minds which produces ideas. Of course they want the good relations of fine living but they also want the opportunity to grow in knowledge.



The 1960 census has shown that Florida leads the Nation in percentage population growth. You and your company can cash in on Florida's rapidly-expanding population and consumer markets, ideal year-round working and living conditions, and ease of recruiting engineers and highly-skilled technicians.

We will be happy to help you with plant location surveys covering manpower, markets, plant sites, as well as educational, cultural and other economic factors.

Write, wire or phone Andrew H. Hines, Jr., Director of Area Development, Florida Power Corporation, St. Petersburg, Florida. Tel. 5-2151.

**IF INTERESTED IN  
FLORIDA SEE . . .**

**FLORIDA POWER  
CORPORATION**

## ELECTRIC UTILITIES

To attract and hold such people it may become necessary to upgrade environments, a new dimension in area development. Inited Aircraft, one of the great industrial citizens of our state, persuaded Rensselaer Polytechnic Institute to set up a graduate school facility in Connecticut and made a building available to them. Later along came Stone & Webster, hired by Combustion Engineering to find a site for its newborn nuclear reac-

tor divisions somewhere between Virginia and Maine. A major factor in their decision to locate in Connecticut was the availability of this facility at RPI.

In any choice of site, of course, the physical factors have to be present or accounted for. Land for buildings and expansion and for living, people to fill out the new jobs and provide the needed additional services, transportation to bring in materials very quickly to

market products which constitute money in transit, to bring together people, jobs, and things people want beyond jobs in a satisfying combination. Transportation is not a matter of distance anymore but of time — not miles, but minutes. From a plant to market, from home to job, home to school, family to friends. Modern transportation measured in time compresses geography.

The distance from the source of even high bulk raw materials may be subordinate to the time-money factor in the market-oriented manufacture. As an example, American Radiator & Standard Sanitary Corporation needs tons of clay from Tennessee, sulphur from northern New York, yet it located its newest and largest pottery in eastern Connecticut, closest to the market for bathroom and washrooms since the opening of our new Connecticut turnpike. Our turnpike has begun to live up to its true intention to pull together the two parts of our state divided by the big river that bears its name. Towns and cities east of the Connecticut River have lost their isolation. As a result, companies looking in our direction which used to set a maximum of 50 miles from New York City are raising their sites to 100 and even 150 miles from the capital of the commercial metropolis between the Hudson and the East Rivers. If a man is looking for large tracts of land, handy to everything, with skilled labor, acres of air-conditioned space suitable for offices, laboratories and factories, he will find that, the supply has long since been outdistanced by the demand.

So figuring the cost of such construction, even in faraway places, many companies, including many long-established in our own state, are looking with a fresh eye at some of the many-storied buildings notorious in the decline of New England's industry in some of our areas. For many operations these existing buildings can supply existing walls, floors and roofs needing only paint, plumbing and lighting which would have to be put into a new plant anyway, to provide the most modern facilities at a fraction of new construction costs.

We now have many such factories within a factory which may lack

## Let's Talk ARIZONA



Curious about our climate — business, political or the weather? We're prepared to discuss them all . . . things to do . . . community facilities . . . or whatever might interest you.

We serve over 200 communities in 10 of Arizona's 14 counties. Use our "package" service without obligation. Contact A. V. K. Babcock, Mgr., Area Development Dept., Box 2591, Phoenix 2, Arizona.

ARIZONA  **Public Service COMPANY**  
75 YEARS OF SERVICE TO ARIZONA



## ELECTRIC UTILITIES

landscaping because they're upstairs but which otherwise are as modern as you can get in materials handling and the eminence of important people as employees or as customers. As a company we are actively promoting the future possibilities of these older existing buildings so well constructed for heavy use it would be shamefully wasteful to tear them down, and so easily convertible to modern industrial standards that it would be a shame not to utilize their solid presence. As a small state we cannot afford economic waste. We will soon have three million people living, working, shopping, going to school and church and playing on three million acres. This is not exactly Hong Kong, nor is it the seething slums that you see in many of our larger cities. But our open spaces are getting smaller. Full area development which demands the best possible use of the available resources for the greatest good is already visibly close.

Historically, it has been assumed that growth for a country, an industry, or a company was handcuffed to an economy based on the quantity of population. In the meat business, although complicated by supply, demand and price, it still takes many mouths to consume so many pounds of meat. Well, in our industry we seem to be escaping, to separate kilowatt hours and people. Company by company we are marketing our product in quantities with less and less relationship to the numbers of people involved. Air conditioning in a motel room, a home, a restaurant or supermarket is one example.

For a public utility, as I see it, the immediate future brings an added responsibility in the guidance and control of area development. It is neither our right nor our desire to define the direction of quantity or quality of such direction of such development, but it is certainly within our function to arouse understanding, to step on the brake as well as the accelerator. From now on our problem is not simply to promote growth, the forces of which we all have an overabundance, but to aid and assist those charged with the control of growth in order to keep it orderly and purposeful.



Call this number for information about plant sites in Connecticut. Or, write Area Development Department, The Connecticut Light and Power Company, P.O. Box 2010, Hartford 1, Connecticut

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Just living in the Emerald Empire is a bonus for every worker in your office or plant . . . clean, pure, fresh air . . . myriad clear lakes surrounded by the verdancy of northern Idaho's pine forests . . . scenery unsurpassed . . . summer recreation at its best . . . from skin diving the bottom of lake Coeur d'Alene in search of sunken silver shipments to hiking the trails to the tops of beautiful mountains . . . winter sports . . . fine schools and churches . . . home sites in modern cities on the road to wherever — by car, by rail, by air. WE HAVE EVERYTHING . . . BUT YOU!

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Even population growth  
Stable working force  
Excellent plant sites  
Superior agriculture  
Reasonable taxes

Ample, inexpensive power  
Mainline transportation  
Nearby minerals  
Forest resources  
Abundant clean water



For information write George A. Riggs

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117 COEUR D'ALENE AVE., COEUR D'ALENE, IDAHO

# I. D.'s REFERENCE LIST OF ELECTRIC UTILITIES

This handy directory, organized alphabetically by states, will help you pinpoint the electric utility company or companies which can give you site selection data about whatever area of the United States or Canada you might be interested in.

The following geographical directory of electric utilities is composed of the companies which offer some assistance to the site-seeking executive. This assistance may consist of simply electric power information or it may come in the form of a package of data on specific sites and the complete range of site selection factors. Those companies for which detailed information is given are the one which completed and returned a comprehensive questionnaire. Other information was gathered from the forms collected last year and from the general files of I.D. Those on the list marked by an asterisk did not return this year's questionnaire.

## CODE CLASSIFICATION DATA

(A) Conduct or assemble research studies on service area.

(B) Maintain complete files for service area on basic location factors: 1. Markets, 2. Labor, 3. Raw materials, 4. Power and fuel, 5. Water and waste, 6. Climate, 7. Transportation, 8. Financing, 9. Legislation and taxes, and 10. Civic characteristics.

(C) Maintain files on the above information for individual communities in service area.

(D) Assemble above information on communities in comparable form such as audit or survey.

(E) Serve as an Area Registry for the International Community Audit Registry.

(F) Maintain files on available industrial sites, covering such items such as cost, ownership, availability of utilities, zoning, etc.

(G) Own or share in ownership of developed or undeveloped industrial sites.

(H) Conduct specific site studies.

(I) Offer assistance in the design and layout of new plants.

(J) Provide financial assistance to new or expanding plants either directly or indirectly.

(K) Participate in long-term community improvement programs.

(L) Aid communities in formulating and carrying out land-use planning and zoning programs.

(M) Assist communities in setting up urban redevelopment programs.

(N) Help communities set up local foundations or development corporations.

(O) Engage in promoting service area and its communities.

## ALABAMA

**Alabama Electric Cooperative Inc.,** P. O. Box 551, Andalusia, Alabama. John E. Hill, Commercial Manager. This municipal utility serves South Alabama and Northwest Florida. It has a total generating capacity of 55,000 kw and 90,000 kw is provided through interconnection. Provides electric power at wholesale to 6 municipalities and six rural electric cooperatives — these distributors supply requirements of 40,000 consumers. Has two people working part-time in area development. A, B-2 thru 10, C, D, F, H, I, K, M, O.

**Alabama Power Company,** 600 North 18th Street, Birmingham, Alabama. W. Cooper Green, Executive Vice President. This privately owned utility serves an area of 44,500 sq. miles and a population of 2,700,000 in Alabama. It has a generating capacity of 2,175,950 kw and 4,800,000 kw through interconnection. Generating capacity will be expanded to 2,671,200 kw by 1962. Utility has 566,148 residential, 62,284 commercial, and 2,335 industrial customers. Maintains full-time area development department. A, B, C, D, F, H, L, N, O.

## ARIZONA

**Arizona Public Service Company,** 501 South 3rd Avenue, Phoenix, Arizona. A. V. K. Babcock, Manager-Area Development. This privately-owned utility serves an area of 40,000 sq. miles and a population of 550,000 in Arizona. It has a generating capacity of 637,500 kw and

197,000 kw provided through interconnection. Plans are firm for 465,000 kw to be added by 1963. Utility has 143,356 residential, 27,235 commercial, and 2,576 industrial customers. Maintains full-time area development department. A, B, C, D, F, H, I, K, L, N, O.

**Salt River Project\*,** P. O. Box 1980, Phoenix, Arizona. Don G. Parlett, Supervisor-Area Development. Publicly owned, this utility serves about 4,000 sq. miles in central Arizona, with a population of about 650,000. It has a generating capacity of 425,162 kw and 77,000 provided through interconnection. Capacity to be expanded by 168,000 kw by 1961. Utility has 73,387 residential customers and 6,107 commercial and industrial customers. Maintains full-time area development department.

**The Tucson Gas, Electric Light and Power Company,** 35 West Pennington Street, Tucson, Arizona. Hamilton R. Catlin, Executive Assistant. The privately owned utility serves an area of 251,625 sq. miles in Pima County and Ft. Huachuca in Cochise County, Arizona. It has a total generating capacity of 286,000 kw and 40,000 kw provided through interconnection. Will have 100,000 additional kw by July, 1962. Serves 65,472 residential, 9,699 commercial, and 594 industrial customers. Cooperates in area development activities with various groups. K, O.

## ARKANSAS

**Arkansas-Missouri Power Company\*,** 104 S. Fifth Street, Blytheville, Arkansas.

**Arkansas Power and Light Company,** 9th & Louisiana Streets, Little Rock, Arkansas. James A. Dildy, Director-Industrial and Area Development. The privately owned utility serves an area of 37,150 sq. miles and a population of 875,000 in Arkansas. Has a generating capacity of 889,000 kw and 2,742,000 kw provided through interconnection. 325,000 additional kw planned by 1961. Utility has 269,233 residential, 28,933 commercial, and 4,138 industrial customers. Operates full-time area development department. A, B-2 thru 10, C, D, F, H, J, K, L, N, O.

## CALIFORNIA

**Department of Water and Power of Los Angeles\*,** 207 South Broadway, Los Angeles 12, California. Chester H. Dye, Manager, Area Development. The public-owned utility serves an area of 459 square miles and a population of 2,460 million in California. It has a generating capacity of 1,843 million kw. Has full-time area development department.

**Southern California Edison Company,** 601 W. Fifth Street, Los Angeles, California. F. J. Rohring, Manager of Area

## ELECTRIC UTILITIES

Development. This privately owned utility serves a population of 4.8 million and an area of 19,250 sq. miles in Central and Southern California. It has a generating capacity of 3,944,520 kw and 775,000 kw provided through interconnection. 1,370,000 additional kw planned by mid-1963. Has 1,374,621 residential, 148,310 commercial, and 29,607 industrial customers. Maintains full-time area development department. A, D, F, H, I, K, L, M, O.

**California Electric Power Company\***, 3771 Eighth Street, Riverside, California.

**Sacramento Municipal Utility District**, 6201 S. Street, Sacramento 11, California. Marlen N. Davis, Manager-Sales Department. This public-owned utility serves a population of approximately 500,000 and an area of 650 sq. miles in Sacramento County and cities of Sacramento, North Sacramento, and Galt. 590 mw maximum contractual capacity. Additional 62.5 mw planned by late 1961 plus 105 mw by 1962. Serves 140,690 residential, 16,733 commercial and industrial customers. Has personnel devoted part-time to area development activities. A, B-4, 5, C, I, K, M, N, O.

**California Electric Power Company\***, 2882 Foothill Boulevard, San Bernardino, California. W. E. Vaughn, Jr., Industrial Sales Supervisor. The privately owned utility serves an area of 52,200 sq. miles and a population of 490,000 in Nevada, California, and Sonora, Baja, Mexico. It has a generating capacity of 427,200 kw and 120,000 kw through interconnections. Has full-time area development department.

**San Diego Gas & Electric Company\***, 861 Sixth Avenue, San Diego 12, California.

**California-Pacific Utilities Company\***, 405 Montgomery Street, San Francisco, California.

**PacifiCorp Gas and Electric Company**, 245 Market Street, San Francisco 6, California. John S. Walsh, Manager-Area Development. This privately owned utility serves a population of 6,520,000 and an area of 94,000 sq. miles in Northern and Central California. It has a generating capacity of 5,608,000 kw. 1,192,500 additional kw planned by 1963. Has 1,618,607 residential, 271,705 commercial and industrial customers. Maintains full-time area development department. A, B-1, 2, 3, 4, 5, 6, 7, 9, 10, C, D, F, H, K, L, M, N, O.

**Santa Clara Municipal Electric Department\***, 509 Benton Street, Santa Clara, California.

## COLORADO

**Public Service Company of Colorado**, 900 — 15th Street, Denver, Colorado. Gordon Parker, Director Area Development. This privately owned utility serves the State of Colorado. Has a total generating capacity of 801,000 kw and is interconnected with 2 other power pools. 150,000 additional kw planned by 1962. Serves 277,947 residential, 33,326 commercial, and 8,711 industrial customers. Maintains full-time area development department. A, B, C, D, H, K, N.

**Colorado Central Power Company\***, 3470 South Broadway, Englewood, Colorado.

**Home Light & Power Company\***, 910 Ninth Street, Greeley, Colorado.

**Western Colorado Power Company\***, 423 Main Street, Montrose, Colorado.

**Southern Colorado Power Company\***, 115 W. Second Street, Pueblo, Colorado.

## CONNECTICUT

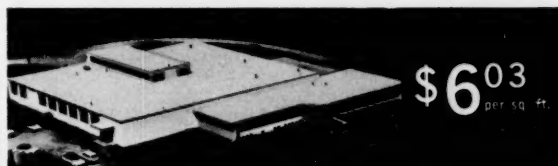
**The Connecticut Light and Power Company**, Selden Street, Berlin, Connecticut. Robert P. Lee, Area Development Manager. This privately owned utility serves a population of 1,011,240 and an area of



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The latest edition of our building-cost data book contains photographs and complete specifications of 24 recently constructed plants, together with cost information. You will find it interesting. It's yours for the asking.



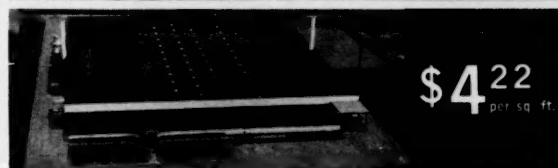
**\$6<sup>03</sup>**  
per sq. ft.

26,758 sq. ft. Office area of 5,308 sq. ft. has paneled walls; terrazzo and carpeted floors; air conditioning. Plant 100% sprinklered. Locally financed.



**\$5<sup>05</sup>**  
per sq. ft.

220,000 sq. ft. Steel and masonry construction. Ceiling height 28'. Office air conditioned. Plant 100% sprinklered.



**\$4<sup>22</sup>**  
per sq. ft.

42,128 sq. ft. Steel and masonry construction. Pre-cast slab roof. Ceiling height 11'. Office area air conditioned. Plant 100% sprinklered.

In Georgia, heartland of the rich southeastern market, new factories and warehouses of national concerns are being built at an ever-increasing rate. And they are being built at costs well below those prevailing in other sections, as you can see from these typical examples.

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INDUSTRIAL DEVELOPMENT DIVISION

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## ELECTRIC UTILITIES

3,301 sq. miles, covering 67% of Connecticut by area — 115 towns. Has a generating capacity of 978,150 kw and 1,915,175 provided through interconnection. 150,000 additional kw planned by 1962. Serves 311,441 residential, 31,469 commercial, and 2,036 industrial customers. Maintains full-time area development department. A, B, C, D, F, H, J, K, L, N, O.

**Bozrah Light & Power Company\***, Gilman, Connecticut. John M. Civitello, Manager, Power Sales Department. The privately owned utility serves an area of 75 sq. miles and a population of 2,000 in Bozrah, Lebanon, Montville, Salem, and Colchester, Connecticut. It has a generating capacity of 250 kva. Has full-time area development department.

**The Hartford Electric Light Company\***, Frank H. Icaza, 266 Pearl Street, Hartford, Connecticut. Maintains full-time area development department.

**The Housatonic Public Service Company\***, 33 Elizabeth Street, Derby, Connecticut. Stuart T. Hotchkiss, Development Engineer. Privately owned, the company serves an area of 180 sq. miles in Connecticut and a population of 112,000. It has a total generating capacity of 20,800 and 1.6 million kw provided through interconnection. Maintains full-time area development department.

**The United Illuminating Company**, 80 Temple Street, New Haven, Connecticut. Eben B. Haskell, Commercial & Industrial Manager. Privately owned, this company serves a population of 600,000 plus and an area of 311 sq. miles in Connecticut. Has a total generating capacity of 420 mw with 271,000 provided through interconnection. 160 mw to be added by 1961. Serves 172,539 residential, 21,144 commercial, and 656 industrial customers. Main-

tains full-time area development department. A, B, C, D, F, H, J, K, L, M, N, O.

### DELAWARE

**Delaware Power & Light Company\***, 600 Market Street, Wilmington, Delaware.

### DISTRICT OF COLUMBIA

**Potomac Electric Power Company**, 929 E Street, N. W., Washington 4, D. C. J. S. Bartlett, Manager Area Development. Privately owned, this company serves a population of 1,565,000 and an area of 643 sq. miles in District of Columbia, major portion of Prince George's and Montgomery Counties in Maryland, and a limited area in Arlington County, Virginia. It has a generating capability of 1,416,000 kw and 340,000 kw provided through interconnection. 185,000 kw to be added by 1962. Serves 306,139 residential, 43,285 commercial, and 267 industrial customers. Maintains full-time area development department. A, B, F, H, K, O.

### FLORIDA

**Florida Power & Light Company\***, D. P. Caldwell, 25 S. E. Second Avenue, Miami, Florida. Maintains full-time area development department.

**Gulf Power Company\***, H. W. Olcott, P. O. Box 1151, Pensacola, Florida.

**Florida Power Corporation\***, 101 Fifth Street South, St. Petersburg, Florida. Andrew H. Hines, Jr., Director, Area Development Department. The privately owned utility serves an area of 20,600 sq. miles and a population of 1.5 million in Florida. It has a generating capacity of 738,000 kw and 780,000 kw through interconnections. Maintains full-time area development department.

**Tampa Electric Company**, Joseph Sav-

arese, Jr., Industrial Coordinator, Dale Mabry & Memorial Boulevard, Tampa, Florida.

### GEORGIA

**Georgia Power Company**, 270 Peachtree Street, Atlanta, Georgia. E. A. Yates, Jr., Vice President. Privately owned, this company serves a population of 3,702,811 in Georgia and an area of 57,000 sq. miles. It has a generating capacity of 1,831,270 kw and 38,540,000 kw provided through interconnections. 530,000 additional kw planned by 1962. Serves 625,725 residential, 87,868 commercial, and 1,718 industrial customers. Maintains full-time area development department. A, B, C, D, F, G, H, I, J, K, L, M, N, O.

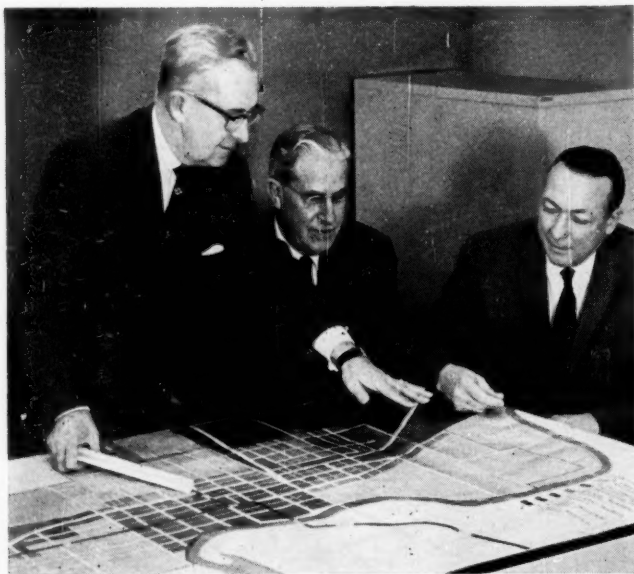
**Crisp County Power Commission**, P. O. Box 302, Cordele, Georgia. John M. Mohl, Director — Public Relations. This public-owned utility serves Crisp County, Georgia with a population of 17,612 and an area of 296 sq. miles. It has a generating capacity of 17,500 kw and 8,000 kw provided through interconnection. Serves 5,309 residential, 722 commercial, and 50 industrial customers. Maintains full-time area development department. A, B, C, D, F, H, I, J, K, L, M.

**Savannah Electric & Power Company\***, 27 W. Bay Street, Savannah, Georgia.

**Georgia Power & Light Company\***, 901 N. Patterson Street, Valdosta, Georgia.

### HAWAII

**Hilo Electric Light Company, Ltd.**, 1200 Kilauea Avenue, Hilo, Hawaii. William MacKenzie, General Manager. Privately owned, this company serves a population of 60,000 and an area of 4,030 sq. miles in Hawaii. It has a generating capacity of 35,000 kw and 38,000 kw provided through



Norman C. Seward, NIPSCO southern division manager, discusses a newly zoned Monticello, Indiana plant site with Mayor Carl Seidholz and Robert Sears, local RCA general manager.

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## NORTHERN INDIANA PUBLIC SERVICE COMPANY

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## ELECTRIC UTILITIES

interconnection. 7,500 additional kw planned by 1963. Has 14,000 residential, 3,500 commercial, and 2,000 industrial customers. Has personnel assigned part-time to area development activities. A, B, C, D, F, H, I, K, L, M, N, O.

**Hawaii Electric Company Ltd.**, Rollin C. Bacher, Director-Industrial Development, 900 Richards Street, Honolulu, Hawaii.

### IDAHO

**Idaho Power Company\***, O. C. Mayer, 1220 Idaho Street, Boise, Idaho. Has full-time area development department.

**Kootenai Rural Electrification Association, Inc.**, 117 Ceoru d' Alene Avenue, Coeur d' Alene, Idaho. George A. Riggs, General Manager, REA. This utility serves a population of 3,100 and an area of 1944 sq. miles in Kootenai, Bonner, Benewah Counties in Idaho and Spokane County in Washington. Utility is supplied directly and indirectly from the Bonneville Power Administration, NW power pool. Serves 2,600 residential, 94 commercial, and 39 industrial customers. Maintains full-time area development department. A, B, C, D, E, F, J, K, L, N, O.

### ILLINOIS

**Chicago Bureau of Electricity\***, City Hall, Chicago, Illinois.

**Commonwealth Edison Company**, 72 W. Adams Street, Chicago 90, Illinois. Loren Trimble, Director of Industrial Development. Privately owned, this utility serves a population of 6,650,000 and an area of 11,000 sq. miles in Illinois. Has a total generating capacity of 5,211,000 kw. Expansion of generating capacity to 6,486,000 kw by 1963. Serves 1,815,742 residential, 190,261 commercial, and 20,158 industrial customers. Maintains full-time area de-

velopment department. A, C, F, H, M.

**Illinois Power Company**, 500 South 27th Street, Decatur, Illinois. C. W. McCaulla, Industrial Development Engineer. Privately owned, this company serves a population of 1,085,000 and an area of 14,900 sq. miles in Illinois. Has a generating capacity of 1,061,700 kw. Utility is member of Pool consisting of 3 utilities which has a generating capacity of 4,533,000 kw. 300,000 additional kw planned by 1965. Serves 310,000 residential, 44,780 commercial, and 810 industrial customers. Maintains a full-time area development department. A, B-2, 4, 5, 6, 7, 8, 9, 10, C, D, F, H, J, L, N, O.

**Central Illinois Light Company**, 300 Liberty Street, Peoria, Illinois. Mark B. Townsend, Area Development Director. Privately owned, this company serves a population of 453,800 and an area of 2,600 sq. miles in Illinois. It has a generating capacity of 440,000 kw and 300,000 kw provided through interconnection. Serves 109,183 residential, 13,368 commercial, and 646 industrial customers. Maintains full-time area development department. A, B-1, 2, 4, 5, 6, 7, 8, 10, D, F, H, I, K, O.

**Central Illinois Electric and Gas Company**, 303 North Main Street, Rockford, Illinois. Sheldon A. Coxhead, Sales Manager. This utility is privately owned and serves a population of 272,500 and an area of 1,527 sq. miles in Illinois. It has a generating capacity of 157,850 kw and 48,000 kw provided through interconnection. 55,000 additional kw planned by 1961. Serves 76,115 residential, 7,598 commercial and 746 industrial customers. Has personnel assigned part-time to area development department. A, B-1, 2, 3, 4, 5, 6, 7, 9, 10, C, F, H, I, K, L, O.

**Central Illinois Public Service Com-**

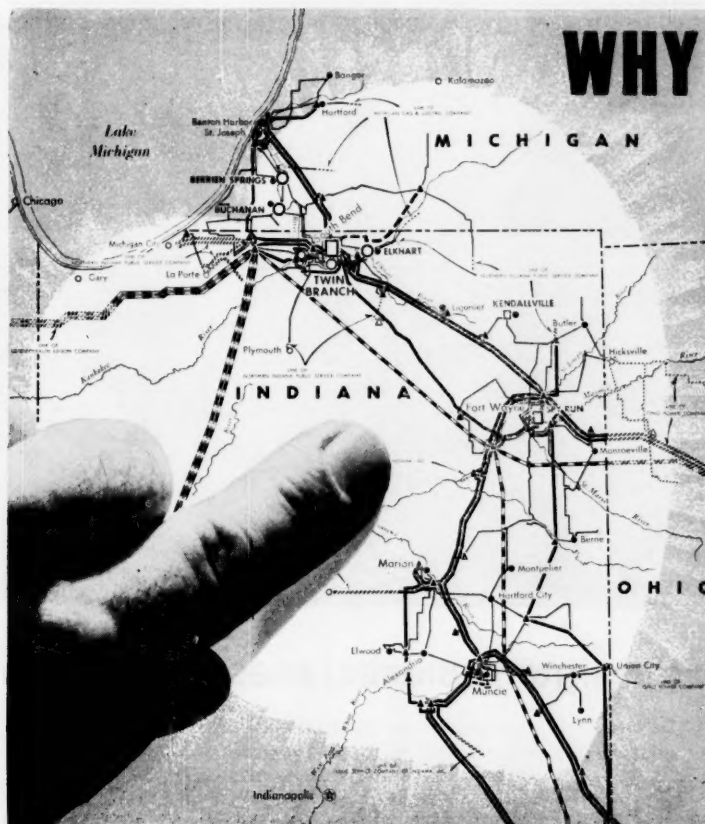
**pany\***, Jay Paul Wade, Mgr., Industrial Development Dept., 607 E. Adams Street, Springfield, Illinois.

### INDIANA

**Southern Indiana Gas and Electric Company**, 20-24 N. W. Fourth Street, Evansville 3, Indiana. A. B. Brown, President. This privately owned company serves a 2,250 sq. mile area in Indiana with a population of approximately 250,000. It has a generating capability of 224,000 kw with 120,000 kw available through interconnections. Customers include 61,577 residential, 10,881 commercial, and 222 industrial. Operates part-time industrial development department. A, B, C, F, G, H, J, K, L, M, N, O.

**Indiana and Michigan Electric Company**, 2101 Spy Run Avenue, Fort Wayne 1, Indiana. H. G. Steegman, Industrial Development Consultant. Privately owned, the company serves a 7,612 sq. mile area in Indiana and Michigan with a population of 1,336,066. Its total generating capacity is 1,407,000 kw. Customers include 254,624 residential, 26,412 commercial, and 1,616 industrial. Maintains full-time industrial development department. A, B-2, 3, 4, 5, 6, 7, 8, 9, 10, C, D, F, G, H, I, J, K, L, M, N, O.

**Northern Indiana Public Service Company**, 5265 Hohman Avenue, Hammond, Indiana. James F. Purcell, Manager of Public Relations. Privately owned, this company serves a population of 1,500,000 and an area of 12,000 sq. miles in the Northern third of Indiana. It has a generating capacity of 603,360 kw and 365,000 kw provided through interconnection. 183,000 kw to be added by 1962. Utility has 207,335 residential, 24,789 commercial, and 4,569 industrial customers. Maintains full-time unit devoted to area development activities. A, B, C, D, F, G, H, K, L, M, N, O.



**WHY**  
**I&M is best qualified to put your finger on the Heartbeat of Indiana and Michigan!**

I&M is best qualified to put your finger on the Heartbeat of Indiana and Michigan because we have all the facts gathered from the 166 communities in our service area. These facts are complete, up-to-date, and immediately available. They include information on communities, sites, transportation, leasing, financing, construction of industrial buildings, availability and cost of labor, taxes, utilities, nearness to consumer markets and industrial suppliers, basic natural resources, and many other plant-location factors. All inquiries will be held in strict confidence, and there is no obligation for this service.

#### Call or write:

Herman G. Steegman, Industrial Development Consultant, Indiana & Michigan Electric Company, Fort Wayne, Indiana. Telephone: Anthony 1331.

### INDIANA & MICHIGAN ELECTRIC COMPANY

General Offices: Fort Wayne, Indiana  
Division Offices in Fort Wayne,  
Marion and South Bend, Indiana



AMERICAN ELECTRIC (AEP) POWER SYSTEM

## ELECTRIC UTILITIES

**Indianapolis Power & Light Company\***, 25 Monument Circle, Indianapolis 6, Indiana. Royer K. Brown, Director-Area and Market Development Division. The privately owned utility serves an area of 528 square miles and a population of 665,000 in Indiana. It has a generating capacity of 735,000 kw. Maintains full-time area development department.

**Public Service Company of Indiana, Inc.\***, 1000 E. Main Street, Plainfield, Indiana.

### IOWA

**Iowa Electric Light & Power Company\***, Security Building, Cedar Rapids, Iowa.

**Iowa Southern Utilities Company**, 30 Sheridan Avenue, Centerville, Iowa. Vern C. Price, Director of Industrial Sales and Area Development. This privately owned utility serves a population of 425,000 and an area of 10,000 sq. miles in Southern Iowa. It has a generating capacity of 94,585 kw net and 20,515 kw provided through interconnection. Has 65,665 residential, 13,264 commercial, and 313 industrial customers. Maintains full-time area development department. A, B-1 thru 8, 10, D, F, G, H, J, K, L, N, O.

**Iowa-Illinois Gas and Electric Company**, 206 E. 2nd St., Davenport, Iowa. Lewis H. Day, Director-Area Development. Privately owned, this utility serves 1,400 sq. miles in Iowa and Illinois, including a population of 500,000. Its generating capacity is 270,671 kw with 340,000 kva provided through interconnection. 125,000 additional kw planned by 1961. Customers include 96,816 residential, 13,940 commercial, and 258 industrial. Maintains full-time area development department. A, B, C, D, F, G, H, J, K, L, N, O.

**Iowa Power and Light Company**, 823 Walnut, Des Moines, Iowa. C. E. Worlan, Manager-Area Development Division. Pri-

vately owned, this utility serves an area of 5,600 sq. miles in Iowa with a population of 500,000. Its generating capacity is 375,000 and 125,000 provided through interconnection. 150,000 additional kw planned by 1964. Customers include 125,000 residential, 24,000 commercial, 215 industrial, 20,000 farm, and 800 other. Maintains full-time area development department. C, D, K, L, N, O.

**Interstate Power Company\***, L. L. Peterson, 1000 Main Street, Dubuque, Iowa.

**Iowa Public Service Company\***, C. E. Murphy, Orpheum Electric Building, Sioux City, Iowa.

### KANSAS

**Central Kansas Power Company\***, 111 E. 11th Street, Hays, Kansas.

**Minneapolis Municipal Light, Water & Power Department\***, 101 W. Second Street, Minneapolis, Kansas.

**Kansas Power & Light Company\***, 800 Kansas Avenue, Topeka, Kansas.

**Kansas Gas and Electric Company**, 201 N. Market, Wichita 1, Kansas. George E. Billings, Director-Industrial Development Services. This privately owned company serves the Southeast  $\frac{1}{4}$  of the state of Kansas with a population of 492,056 in an area 8,000 sq. miles. It has a generating capacity of 618,000 kw and 210,000 kw provided through interconnection. Capability to be expanded 160,000 kw by June, 1961. Utility serves 135,961 residential, 15,669 commercial, 1,860 industrial, and 15,003 rural customers. Maintains full-time area development department. A, B, C, D, F, H, J, K, L, N, O.

### KENTUCKY

**Kentucky Power Company**, 15th Street & Carter Avenue, Ashland, Kentucky. Rufus P. Thomas, Industrial Representative. The privately owned company serves 18 coun-

ties in Eastern Kentucky, being an integrated part of the American Electric Power System which has a generating capacity of approximately 6,500,000 kw. B, C, H, J, K, L, N, O.

**Kentucky Utilities Company**, 120 South Limestone Street, Lexington, Kentucky. D. E. Buchanan, Director of Industrial Development. This privately owned company serves an area of 10,000 sq. miles with a population of 600,000 in Kentucky, Tennessee, and Virginia. It has a generating capacity of 575,000 kw with 450,000 provided through interconnections and 40,000 firm purchase. 250,000 kw to be added by 1964. Utility has 162,000 residential, 38,000 commercial, and 1,100 industrial customers. Maintains full-time area development department. A, B-2 thru 10, C, D, E, F, G, H, I, J, K, N, O.

**Louisville Gas & Electric Company\***, 311 W. Chestnut Street, Louisville Kentucky.

### LOUISIANA

**Central Louisiana Electric Company\***, 528 Monroe Street, Alexandria, Louisiana.

**Louisiana Power and Light Company**, 142 DeLaronde Street, New Orleans 14, Louisiana. Joseph M. Mooney, Area Development Manager. This privately owned utility serves 48 of Louisiana's 64 counties with a population of 785,000. It has a generating capacity of 691,700 kw and 3,507,000 kw provided through interconnection. 230,000 kw to be added by 1961. Has 217,160 residential, 22,699 commercial, and 2,993 industrial customers. Maintains full-time area development department. A, B, C, D, F, H, O.

**New Orleans Public Service, Inc.**, 317 Baronne Street, New Orleans 9, Louisiana. J. F. Morton, Industrial Sales Manager. The privately-owned utility serves



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## ELECTRIC UTILITIES

the City of New Orleans with a population of 623,000 within 199 sq. miles. It has a generating capacity of 543,000 kw and plans for expansion to 763,000 kw by 1963. Utility serves 156,434 residential, 22,172 commercial, and 1,254 industrial customers. Maintains full-time area development department. A, B, C, D, F, H, K, L, N, O.

**Southwestern Electric Power Company**, 428 Travis Street, Shreveport, Louisiana. John B. Struwe, Manager-Industrial Development Department. The privately owned company serves an area of 25,000 sq. miles with a population of 617,725 in Texas, Arkansas, and Louisiana. It has a generating capacity of 627,000 kw and 44,300 kw provided through interconnection. Additional 186,000 kw planned by 1964. Serves 175,736 residential, 25,600 commercial, and 5,541 industrial customers. Maintains full-time area development department. B, C, D, F, H, K, N, O.

### MAINE

**Central Maine Power Company\***, 9 Green Street, Augusta, Maine.

### MARYLAND

**Baltimore Gas and Electric Company**, Lexington Building, Lexington and Liberty Streets, Baltimore 3, Maryland. Robert J. George, Industrial Development Engineer. The privately owned utility serves a population of 1,850,000 in an area of 2,283 sq. miles in Maryland. It has a generating capacity of 1,089,500 kw with an additional 550,000 kw available through interconnections. 382,000 kw to be added by 1963. Serves 480,692 residential, 61,954 commercial, and 483 industrial customers. Maintains full-time area development department. A, B, D, F, H, I, K, L, O.

**The Potomac Edison Company**, 55 East

Washington Street, Hagerstown, Maryland. B. G. Atwood, Manager-Area Development. The privately owned utility serves a population of 563,362 in an area of 8,000 sq. miles in Maryland, Pennsylvania, Virginia, and West Virginia. Company is a part of an integrated electric power system. Serves 147,271 residential, 20,221 commercial, and 254 industrial customers. Maintains full-time area development department. A, B, C, D, F, H, K, L, M, N, O.

**South Penn Power Company\***, Trust Co. Bldg., Hagerstown, Maryland.

**Eastern Shore Public Service Company of Maryland\***, W. L. C. Lang, Sales Manager, 114 N. Division Street, Salisbury, Maryland.

### MASSACHUSETTS

**Boston Edison Company\***, John Shyne, Industrial Development Director, 182 Tremont Street, Boston 12, Massachusetts.

**New England Electric System\***, 441 Stuart Street, Boston, Massachusetts. William M. F. Seymour, Area Development Manager. The privately-owned company serves a total area of 4,585 sq. miles and a population of 2,339,000 in Massachusetts, Rhode Island, and New Hampshire. It has a generating capacity of 1,486,630. Has full-time area development department.

**Southern Berkshire Power & Electric Company\***, 10 Castle Street, Great Barrington, Massachusetts.

**Northern Berkshire Electric Company\***, 21 Bank Street, North Adams, Massachusetts.

**Western Massachusetts Electric Company**, 174 Brush Hill Avenue, Springfield, Massachusetts. John M. Turnbull, Director of Industrial Sales and Area Development. This privately owned utility serves

a population of 378,000 in an area of 1,450 sq. miles in Berkshire, Hampden, Hampshire and Franklin Counties. It has a total generating capacity of 372,000 kw. Has 123,337 residential, 15,500 commercial, and 1,163 industrial customers. Maintains full-time area development department. A, B, C, D, E, F, G, H, I, K, L, M, N, O.

### MICHIGAN

**The Detroit Edison Company**, 2000 Second Avenue, Detroit 26, Michigan. George B. Catlin, Director of Area Development. This privately owned utility serves a population of approximately 4,200,000 in an area of 7,600 sq. miles in Southeastern Michigan. It has a generating capacity of 3,800,000 kw and 715,000 kw provided through interconnection. Planning expansion of 325,000 kw by April, 1961. Serves 1,166,933 residential, 113,746 commercial, and 749 industrial customers. Maintains full-time area development department. A, B, D, F, G, H, K, L, M, N.

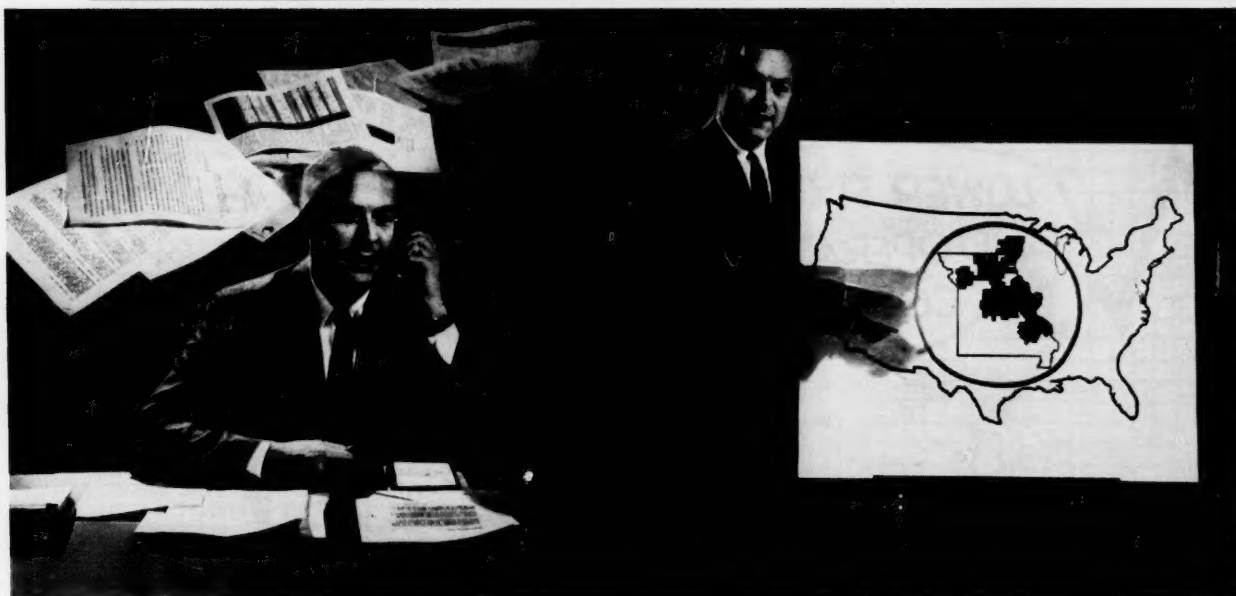
**Consumers Power Company\***, 212 West Michigan Avenue, Jackson, Michigan. H. L. Brewer, Director of Area Development. The privately owned company serves a Michigan area of 28,500 sq. miles. It has a total generating capacity of 2,301,872 kw and 380,000 kw additional generating capacity available through interconnections. The Company operates a full-time area development department.

**Michigan Gas & Electric Company\***, 103 E. Michigan Avenue, Three Rivers, Michigan.

### MINNESOTA

**Minnesota Power & Light Company\***, Howard Cooper, Vice Pres., 30 W. Superior Street, Duluth, Minnesota.

**Otter Tail Power Company\***, Cyrus C. Wright, 215 South Cascade Street, Fergus Falls, Minnesota.



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## ELECTRIC UTILITIES

**Montana-Dakota Utilities Company**, 831 Second Avenue, South, Minneapolis 2, Minnesota. Robert Naylor, Director of Public Relations. Privately owned, this company serves a 159,104 sq. mile area in the states of North Dakota, South Dakota, Montana, Wyoming and Minnesota. It has a generating capacity of 150,000 kw and has interconnection with Bureau of Reclamation for dump power and emergency use only. Plans for expansion of 66,000 kw by 1963. Customers consist of 61,657 residential, and 13,733 commercial and industrial. K, L, M, N, O.

**Northern States Power Company\***, 15 South 5th Street, Minneapolis 2, Minnesota. Robert F. Mueller, Supervisor-Industrial development. The privately owned company serves an area of 40,000 sq. miles and a population of 2,400,000 in Minnesota, North Dakota, South Dakota, and Wisconsin. It has a total generating capacity of 1,700,000 kw. Has a full-time area development department.

**Mississippi Valley Public Service Company\***, 79 East Third Street Winona, Minnesota.

### MISSISSIPPI

**Mississippi Power Company**, Gulfport, Mississippi. W. L. Wood, Manager, New Industries Department. Privately owned, the company serves the Southeast 23 counties of Mississippi, an area of 11,500 sq. miles with a population of 630,000. Has generating capacity of 297,500 kw with 5 million kw available through interconnection. Expansion to 409,500 kw planned by 1962. Customers include 92,953 residential, 19,420 commercial, 78 industrial and 109 miscellaneous. Maintains full-time industrial development department. A, B-2, 3, 4, 5, 6, 7, 8, 9, 10, C, D, F, H, I, J, K, N, O.

**Mississippi Power and Light Company**, Electric Building, Jackson, Mississippi.

Joe H. Box, Director-Area Development. This privately owned utility serves a population of 1,206,023 in a 25,285 sq. mile area of Western Mississippi. It has a total generating capacity of 676,000 kw. Serves 154,730 residential, 22,605 commercial, and 3,893 industrial customers. Maintains full-time area development department. A, B, C, D, F, H, K, L, N, O.

**Kosciusko Water and Light Department\***, Kosciusko, Mississippi. O. K. Power, Jr., Chairman. This publicly owned firm serves nine sq. miles of territory and a population of 8,500. It has a generating capacity of 1,500 kw. Has full-time area development department.

### MISSOURI

**Missouri Utilities Company\***, 400 Broadway, Cape Girardeau, Missouri.

**Missouri Power & Light Company\***, F. N. Saunders, Manager-Industrial Sales, 106 West High St., Jefferson City, Missouri.

**The Empire District Electric Company\***, 602 Joplin Street, Joplin, Missouri. Reg. K. Barratt, Director of Industrial Development. The privately owned firm serves an area of 10,000 sq. miles and a population of 300,000 in Missouri, Kansas and Oklahoma. Generating capacity is 166,000 kw, with 50,000 kw provided through interconnections. Has full-time area development department.

**Kansas City Power and Light Company**, 1330 Baltimore Avenue, Kansas City 41, Missouri. Glenn S. Young, Director of Area Development. This privately owned utility serves an area of 4,800 sq. miles in Missouri and Kansas with a population of 825,003. It has a generating capacity of 1,000,000 kw with 175,000 available through interconnection. Plans for additional 175,000 kw by 1963. Customers include 232,000 residential,

35,000 commercial, and 800 industrial. Maintains full time industrial-development department. A, B, F, H, K, L, N, O.

**Missouri Public Service Company**, 10700 East 50 Highway, Kansas City 38, Missouri. James W. Stephens, Assistant to the President. The privately owned company serves 218 communities in 28 counties in Western Missouri, an area of 9,800 with a population of 436,900. It has a generating capacity of 132,700 kw with 48,000 kw provided through interconnection. 50,000 additional kw planned by 1962. Serves 66,635 residential, 9,136 commercial, and 1,565 industrial customers. Maintains full-time area development department. A, B, C, D, F, G, H, K, L, M, N, O.

**Missouri Edison Company\***, 123½ N. Fourth Street, Louisiana, Missouri.

**St. Joseph Light and Power Company\***, 529 Francis Street, St. Joseph, Missouri.

**Union Electric Company**, 315 North 12th Boulevard, St. Louis 1, Missouri. G. J. Haven, Manager-Industrial Development. This privately owned utility serves a population of 3,000,000 in a 19,000 area of Missouri, Illinois, and Iowa. It has a generating capacity of 2,000,000 kw and 3,500,000 to 60,000,000 kw available through interconnection. 2,700,000 kw planned by 1963. Serves 615,129 residential, 65,402 commercial, and 1,812 industrial customers. Maintains full-time area development department. A, B, C, D, E, F, G, H, K, L, N, O.

### MONTANA

**The Montana Power Company**, 40 East Broadway, Butte, Montana. R. C. Setterstrom, Industrial Development Engineer. This privately owned utility serves an area in Montana of 90,000 sq. miles with a population of 515,000. It has a generating capacity of 671,000 kw and capacity is

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Department of Industrial Development

Electric Building, Jackson, Mississippi



## ELECTRIC UTILITIES

added as needed with adequate reserve at all times. Serves 127,982 residential, 18,718 commercial, and 2,389 industrial customers. Maintains full-time area development department. A, B, C, F, G, H, I, K, L, M, N, O.

Montana Light Power Company\*, Troy, Montana.

### NEBRASKA

Nebraska Public Power System\*, D. J. DeBoer, Mgr., Industrial Development Dept., 14th Street & 25th Avenue, Columbus, Nebraska.

### NEVADA

Southern Nevada Power Company\*, Curtiss Waites, Industrial Representative, Fourth and Stewart Avenue, Las Vegas, Nevada.

Sierra Pacific Power Company\*, B. E. Lowe, 220 South Virginia Street, Reno, Nevada.

### NEW HAMPSHIRE

New Hampshire Electric Company\*, 1087 Elm Street, Manchester, New Hampshire.

Public Service Company of New Hampshire\*, 1087 Elm Street, Manchester, New Hampshire.

### NEW JERSEY

Jersey Central Power & Light Company\*, E. M. Ambler, Development Manager, 501 Grand Avenue, Asbury Park, New Jersey.

Atlantic City Electric Company\*, 1600 Pacific Avenue, Atlantic City, New Jersey. Mark D. Ewing, Manager of Area Development. The privately owned company serves a Southern New Jersey area of 2,700 sq. miles. It has a total generating capacity of 411,000 and 92,000 kw provided through interconnection. Maintains full-time area development department.

Rockland Electric Company\*, 231 Closter Dock Road, Closter, New Jersey.

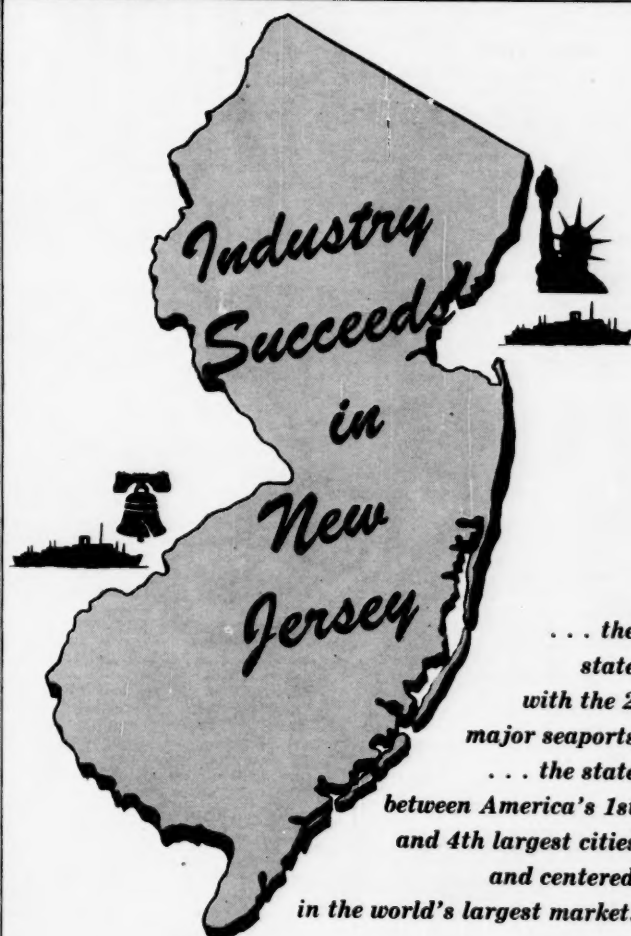
Jersey Central and New Jersey Power & Light Company\*, 400 East Main Street, Denville, New Jersey. W. G. Parry, Assistant Vice President. The privately owned company serves the State of New Jersey only, an area with 3,256 sq. miles (43% of area of State of New Jersey) with a population of 1,055,000. It has a total generating capacity of 639,000 kw and 2,268,000 kw provided through interconnection. Has full-time area development unit.

Public Service Electric and Gas Company, 80 Park Place, Newark 1, New Jersey. C. S. Cronkright, General Manager-Area Development. This privately owned company serves a New Jersey area of 2,200 sq. miles with a population of 4,835,182. It has an installed generating capacity of 3,474,300 kw and 600,000 kw available through interconnection. Expansion to 4,396,500 kw planned by 1964. Serves 1,242,587 residential, 168,114 commercial, and 8,169 industrial customers. Maintains full-time area development department. A, B-1, 2, 4, 5, 7, 8, 9, 10, F, H, J, K, L, M, O.

### NEW MEXICO

Public Service Company of New Mexico, 819 Simms Building, Albuquerque, New Mexico. D. W. Reeves, President. The privately owned company serves a population of 390,643 and an area of 21,306 sq. miles. It has a generating capacity of 258,600 kw with 35,000 kw provided through interconnection. 74,000 additional kw planned by August, 1962. Serves 88,625 residential, 11,155 commercial, and 337 industrial customers. Has personnel assigned part-time to area development activities. K, L, N, O.

New Mexico Electric Service Corporation\*, 221 E. Dunham Street, Hobbs, New Mexico.



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## ELECTRIC UTILITIES

### NEW YORK

**New York State Electric and Gas Corporation**, 62 Henry Street, Binghamton, New York. E. W. Bartley, Manager-Area Development. This privately owned company serves an area of New York State 17,000 sq. miles with a population of 1,500,000. It has a generating capacity of 920,700 kw and 1,100,000 kw provided through interconnection. Will purchase about 40% of capacity from Niagara Falls Redevelopment by State Power Authority by 1962. Serves 417,501 residential, 47,185 commercial, and 1,402 industrial customers. Maintains full-time area development department. A, B, C, D, F, G, H, I, J, K, L, N, O.

**Long Island Lighting Company**\*, E. V. Gray, Manager, Industrial Development, 250 Old Country Road, Mineola, New York.

**American Electric Power Company**\*, Inc., Lee Davis, V. President, Industrial Development Dept., 30 Church Street, New York 8, New York.

**American and Foreign Power Company**\*, S. A. LaFaso, 2 Rector Street, New York, New York.

**Consolidated Edison Company of New York, Inc.**\*, 4 Irving Place, New York, New York.

**General Public Utilities Corporation**\*, 67 Broad Street, New York 4, New York. William J. Jamieson, Area Development Director. The privately owned company serves 43% of New Jersey and 45% of Pennsylvania, an area with 24,000 sq. miles and a population of approximately 2,800,000. It has a total generating capacity of 2,310,500 kw and is interconnected with 10 largest eastern electric power companies, with almost unlimited generating capacity available. Maintains full-

time area development department.

**Middle South Utilities, Inc.**\*, 2 Rector Street, New York, New York.

**Orange and Rockland Utilities, Inc.**, 10 North Broadway, Nyack, New York. Harry Hansen, Manager. The privately owned company serves an area of 1,300 sq. miles in New York, New Jersey, and Pennsylvania with a population of 500,000. It has a generating capacity of 174,000 kw and 25,000 to 85,000 kw provided through interconnection. 140,000 additional kw planned by 1965. Serves 104,864 residential, 12,604 commercial, and 200 industrial customers. Maintains full-time area development department. A, B-2, 3, 4, 5, 7, 8, F, H, L, O.

**Patohque Electric Light Company**, 448 East Main Street, Patohque, New York. Ira Rogers, Jr., Manager-Business and Area Development. The privately owned company serves Suffolk County, Long Island, New York, an area 200 sq. miles with a population of 83,000. It has a generating capacity of 3,000 kw and 50,000 kw provided through interconnection. Capacity under purchase power agreements unlimited. Serves 24,007 residential, 2,026 commercial, and 18 industrial customers. Has personnel assigned part-time to area development activities. A, B, F, K, L, N, O.

**Central Hudson Gas and Electric Corporation**, 284 South Avenue, Poughkeepsie, New York. Charles H. Adler, Industrial Development Director. The privately owned corporation serves an area in New York State of 2,500 sq. miles with a population of 384,265. It has a generating capacity of 342,700 kw and 200,000 kw provided through interconnection. Future plans for 140,000 additional kw. Serves 115,593 residential, 13,953 commercial, and 771 industrial customers. Maintains full-time area development department. A, B, C, F, G, H, I, K, L, O.

**Rochester Gas and Electric Corporation**\*, 89 East Avenue, Rochester 4, New York. Kendall B. Castle, Jr., Director of Industrial Development. A privately owned firm, the company serves a New York state area of 2,310 sq. miles in which there is a population of 700,000. Generating capacity is 496,000 kw, and 67,000 kw are provided through interconnections. Has full-time area development unit.

**Niagara Mohawk Power Corp.**\*, 300 Erie Boulevard West, Syracuse 2, New York. Richard F. Torrey, Director-Area Development. Privately owned, this utility serves a 22,000 sq. mile area with a population of 3,400,000. It has a generating capacity of 3,313,000 kw with interconnections of 80,000 kw firm and about 1,000,000 kw available. Serves 907,000 residential, 54,000 farm, 116,000 commercial, and 3,000 industrial customers. Maintains full-time area development department. A, B, C, D, F, H, I, J, K, N, O.

### NORTH CAROLINA

**Duke Power Company**, 430 South Church Street, Charlotte, North Carolina. Creed F. Gilley, Manager-Industrial Development Department. Privately owned, this utility serves a 20,000 sq. mile area of North Carolina and South Carolina with a 3 million population. It has a generating capacity of 3,300,000 and 445,000 provided through interconnection. 275,000 additional kw planned by 1961. Serves 631,750 residential, 89,641 commercial, and 1,438 industrial customers. Maintains full-time area development department. A, B, C, D, F, G, H, K, L, M, N, O.

**Carolina Power and Light Company**\*, P. O. Box 1551, Raleigh, North Carolina. D. E. Stewart, Manager-Area Development Department. The privately owned company serves areas in North Carolina and South Carolina with 30,000 sq. miles

and a population in excess of 2 million. It has a total generating capacity of 1,391,000 kw — 207,000 under construction and 210,000 kw provided through interconnections. Has full-time area development department.

### OHIO

**Ohio Edison Company**\*, 47 North Main Street, Akron 8, Ohio. C. A. Thrasher, General Supervisor of Area Development. The private-investor owned company serves an Ohio area of 7,426 sq. miles and a population of 1,830,000. It has a total generating capacity of 1,727,500 kw and 710,000 kw provided through interconnection. (Exclusive of subsidiary, Pennsylvania Power Company). Has full-time area development department.

**Ohio-Midland Light and Power Company**\*, 10 South High Street, Canal Winchester, Ohio.

**Ohio Power Company**, 301 Cleveland Avenue, S.W., Canton 2, Ohio. Robert L. Wolf, Director-Area Development. This privately owned company serves 53 of 88 counties in Ohio, an area of 7,300 sq. miles and a population of 1,490,000. It has a generating capacity of 2,419,000 kw with 5,558,000 kw provided through interconnection. 1,125,000 additional kw planned by 1962. Serves 401,187 residential, 47,465 commercial, and 2,733 industrial customers. Maintains full-time area development department. A, B, C, D, F, G, H, I, K, L, M, N, O.

**Indiana-Kentucky Electric Corporation**\*, P. O. Box 468, Chillicothe, Ohio.

**Cincinnati Gas and Electric Company**\*, R. B. McClure, Manager-Industrial Development, Fourth & Main Streets, Cincinnati, Ohio.

**Cleveland Electric Illuminating Company**, 55 Public Square, Cleveland 1, Ohio. R. L. DeChant, Manager-Area Development Department. Privately owned, this company serves a 1,700 sq. mile area of Northeast Ohio with a population of 1,918,195. It has a generating capacity of 2,021 mw with 190 mw on steady basis through interconnection and 480 mw in emergency or limited time basis through interconnection. 2,268 mw planned by 1962. Serves 504,227 residential, 45,330 commercial, and 5,794 industrial customers. Maintains full-time area development department. A, B, C, D, F, G, H, K, L, M, N, O.

**Columbus and Southern Ohio Electric Company**, 215 N. Front Street, Columbus 15, Ohio. Willis C. Welch, Director of Area Development. Privately owned, this company serves all or parts of 23 counties in central and southeastern Ohio, a 6,200 sq. mile area with a population of 1,100,000. It has a generating capacity of 765,000 kw. 125,000 additional kw planned by 1962. Serves 240,827 residential, 28,114 commercial, and 2,582 industrial customers. Maintains full-time area development department. A, B, C, D, F, H, J, L, N, O.

**The Dayton Power and Light Company**, 25 North Main Street, Dayton, Ohio. C. J. Fuhrmann, Manager-Area Development Department. This privately owned company serves 14.8% of the State of Ohio in the West-Central area, an area of 6,100 sq. miles with a population of 1,025,000. It has a generating capability of 820,000 kw with 300,000 kw provided through interconnection. 200 additional kw planned by 1965. Customers consist of 239,206 residential, 31,498 commercial, and 1,445 industrial. Maintains full-time industrial development department. A, B, C, D, E, F, G, H, I, J, K, L, M, N, O.

**Toledo Edison Company**\*, 320 Madison Avenue, Toledo 4, Ohio. Robert E. Johnson, Manager of Industrial Development Department. Privately owned, the com-

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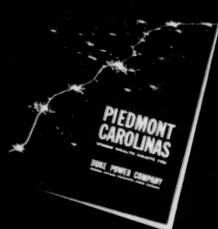
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## ELECTRIC UTILITIES

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### OKLAHOMA

**Oklahoma Gas and Electric Company\***, Box 1498, Oklahoma City, Oklahoma. Don Anderson, Manager of Industrial Development. This is a privately owned company serving 30,000 sq. miles in Oklahoma and Arkansas, and a population of 1,100,000. It has a total generating capacity of 1,138,000 kw and 52,000 kw provided through interconnection. Has full-time area development department.

**Public Service Company of Oklahoma**, P. O. Box 201, Tulsa, Oklahoma. J. E. Daley, Assistant to President. The company is privately owned and has a generating capacity of 800,500 kw with 200,000 kw provided through interconnection. 170,000 additional kw planned by 1961. Serves 208,000 residential, 32,000 commercial, and 3,400 industrial customers. Maintains full-time area development department. B-2, 3, 4, 5, 7, 8, 9, 10, C, H, I, K, O.

### OREGON

**California Oregon Power Company\***, 216 W. Main Street, Medford, Oregon.

**Pacific Power & Light Company**, 404 Public Service Building, Portland 4, Oregon. Louis P. Growney, Industrial Development Engineer. Privately owned, the company serves a population of 1,515,971 in over 200 communities in Oregon, Washington, Idaho, Montana, and Wyoming. It has a generating capacity of 778,996 kw with over 10,000,000 kw provided through interconnection. Has 251,231 residential, 36,261 commercial, and 2,019 industrial customers. Maintains full-time area development department. A, B, C, D, F, H, K, L, N, O.

**Portland General Electric Company**, 621 S. W. Alder Street, Portland 5, Oregon. Abe N. Hoss, Manager-Area Development. Privately owned, the company serves an area of 2,700 sq. miles in Oregon with a population of 876,627. It has a total generating capacity of 425,000 kw with 1,280,000 additional kw available through interconnection. Generating capability to be expanded 300,000 kw by 1964. Customers consist of 227,195 residential, 29,445 commercial and general industrial, 91 large industrial, and 1,466 public auth. Maintains full-time industrial development department. A, F, G, K, L, M, N, O.

### PENNSYLVANIA

**Pennsylvania Power and Light Company\***, W. H. Rodgers, Jr., Mgr. Industrial Development Dept., Ninth & Hamilton Streets, Allentown, Pennsylvania.

**West Penn Power Company**, Cabin Hill, Greensburg, Pennsylvania. Charles M. Fife, Manager-Area Development. Privately owned the company serves all or part of 18 counties in Western and North Central Pennsylvania. An operating unit of the Allegheny Power System, Inc. serving part of Pennsylvania, Ohio, West Virginia, Virginia and Maryland, an area of 8,775 sq. miles with a population of 1,215,000. It has a generating capacity of 1,299,000 kw. Approximate total generating capacity of the interconnected 132 kv Allegheny Power System, Inc. is in excess of 2,000,000 kw. 250,000 additional kw planned by 1963. Has 341,955 residential, 34,580 commercial, and 5,200 industrial customers. Maintains full-time area development department. A, B, C, D, F, H, I, J, K, L, M, N, O.

**Pennsylvania Electric Company\***, 222 Levegood Street, Johnstown, Pennsylvania.

**Pennsylvania Power Company**, 19 E. Washington Street, New Castle, Pennsylvania.



## ELECTRIC UTILITIES

vania. James F. Dunleavy, Mgr., Industrial Development Dept. Privately owned, the company serves all of Lawrence and Mercer Counties and parts of Butler, Beaver and Allegheny Counties, Pennsylvania, an area of 1,394 sq. miles with a population of 304,000. It has a generating capacity of 268,000 kw and 52,000 kw provided through interconnection. 120,000 additional kw planned by 1964. Has 78,266 residential, 8,727 commercial, and 110 industrial customers. Maintains full-time area development department. A, B, C, F, H, I, J, K, L, M, N, O.

**Philadelphia Electric Company**, 1000 Chestnut Street, Philadelphia 5, Pennsylvania. C. W. Deeg, Manager. The investor owned company serves parts of Pennsylvania and Maryland, an area of 2,340 sq. miles with a population of 3,750,000. It has a generating capacity of 3,439,250 kw. Company is a member of the Pa.-N. J.-Md. interconnection which has a total generating capacity of 14,487,550 kw. An additional 322,500 kw capacity planned by 1965. Utility has 900,000 residential, 155,000 commercial, and 3,600 industrial customers. Maintains full-time area development department. A, B, C, F, H, K, L, N, O.

**Susquehanna Electric Company\***, 1000 Chestnut Street, Philadelphia, Pennsylvania.

**United Gas Improvement Company\***, 1401 Arch Street, Philadelphia, Pennsylvania.

**Duquesne Light Company\***, H. L. Donaldson, Manager-Area Development, 435 Sixth Avenue, Pittsburgh 19, Pennsylvania.

**Metropolitan Edison Company**, 2800 Pottsville Pike, Reading, Pennsylvania. Mark H. Ketner, Supervisor-Area Development. Privately owned, the company serves 14 counties of Eastern Pennsylvania, an area of 3,274 sq. miles with a population of 709,315. It has a generating capacity of 620,500 kw. 230,000 additional kw planned by 1962. Has 221,138 residential, 28,027 commercial, and 2,700 industrial customers. Maintains full-time area development department. A, B, C, D, F, H, J, K, L, O.

## RHODE ISLAND

**Narragansett Electric Company\***, 15 Westminster Street, Providence, Rhode Island.

**Blackstone Valley Gas and Electric Company**, 1-3 Clinton Street, Woonsocket, Rhode Island. L. Philip Lemieux, Industrial Development Manager. Privately owned, the company serves an area of Rhode Island approximately 150 sq. miles with a population of 200,000. It has a generating capacity of 34,000 kw and 124,000 kw provided through interconnection. Has 60,000 residential, 7,700 commercial, and 842 industrial customers. Maintains full-time area development department. A, B-1, 2, 4, 5, 6, 7, 8, 9, 10, C, D, F, H, I, J, K, L, M, N, O.

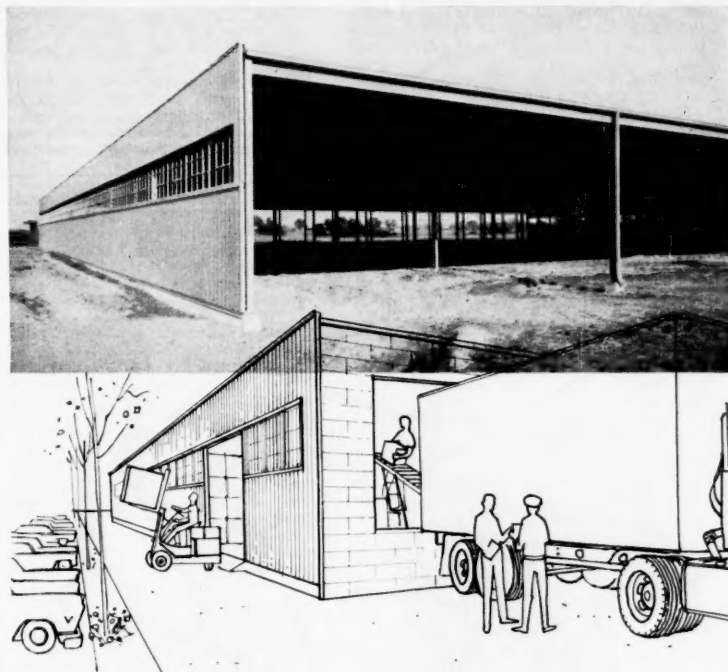
## SOUTH CAROLINA

**South Carolina Electric and Gas Company**, P. O. Box 390, Columbia, South Carolina. W. S. Rodgers, Director-Industrial Development. Privately owned, the company serves an area of South Carolina only with a population of 800,000 covering 15,000 sq. miles. It has a generating capacity of 890,000 kw plus obtainable power from 4 different power companies. Planned expansion of 323,000 kw by 1964. Has 162,750 residential, 24,421 commercial, and 754 industrial customers. Maintains full-time area development department. A, B-2, 3, 4, 5, 6, 7, 8, 9, 10, C, D, F, H, K, M, N.

## SOUTH DAKOTA

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# Your new plant... is this it?



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depending on your needs. Site is fully developed. Located in Waukeon, Ohio. This town has everything required for a manufacturing location. Major transportation facilities; 37 miles to Toledo and the Seaway; 1½ mile to Ohio Turnpike.

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For complete, confidential plant location service call R. E. Johnson, Manager, Industrial Development Department, The Toledo Edison Company, Toledo 1, Ohio. Telephone CHerry 2-5731.

## THE TOLEDO EDISON CO.

*an investor-owned electric utility  
serving Northwestern Ohio*

*This advertisement contributed by the Toledo Edison Co.  
in the interests of area development.*

## ELECTRIC UTILITIES

S. E. Sewell, Northwest Security National Bank Building, Huron, South Dakota.

### TENNESSEE

**Electric Power Board of Chattanooga**, Market at 6th, Chattanooga, Tennessee. S. R. Finley, General Manager. Publicly owned, the utility serves a 500 sq. mile area in Tennessee with a population of 250,000. Has generating capacity of 10,000,000 kw provided through interconnection. Customers consist of 74,993 residential, 6,834 commercial, and 1,677 industrial. Utility has personnel assigned part-time to area development activities. A, B, C, D, E, F, I, K, L, M, O.

**Elizabethton Electric System**, Elizabethton, Tennessee. Publicly owned, the system serves an area of 700 sq. miles

and a population of 50,000. Power is purchased from TVA. Generating capacity through TVA plus interconnecting private utilities is 12 million kw. Has personnel assigned part-time to area development.

**Appalachian Electric Cooperative**, Jefferson City, Tennessee. C. D. Balch, Electrification Advisor. An REA cooperative, the organization serves an area of 900 sq. miles in Tennessee and a population of 40,000. Through the interconnecting system 85,000 kva is available. Has personnel assigned part-time to area development activities.

**Weakley County Municipal Electric System**, Martin, Tennessee. B. B. Crockett, General Superintendent. The service area is 612 sq. miles in which there is a population of 35,000. Power is purchased from

TVA. Has personnel assigned part-time to area development.

**Memphis Light, Gas and Water Division**, 179 Madison Avenue, Memphis, Tennessee. Daniel D. Dale, Director of Industrial Development. Municipally owned, the utility serves a 751 sq. mile area in Tennessee with a population of 625,934. It has a generating capacity of 840,000 kw and 400,000 provided through interconnection. Expansion of generating capacity under consideration. Customers consist of 152,138 residential, 23,291 commercial, and 352 industrial. Maintains full-time area development department. A, B, C, D, E, F, H, I, J, K, L, M, N, O.

### TEXAS

**West Texas Utilities Company**, Abilene, Texas. Bill Sayles, Area Development. Privately owned, the company serves a 52,000 sq. mile area in Texas with a population of 500,000. It has a generating capacity of 350,000 kw with unlimited power available through interconnections with all adjoining utilities. 75,000 additional kw planned by 1962. Customers consist of 89,000 residential, 18,000 commercial, and 2,500 industrial. Maintains full-time area development department. A, B, C, D, E, F, H, I, J, K, L, M, N, O.

**Southwestern Public Service Company**, Third & Polk Streets, Amarillo, Texas.

**Lower Colorado River Authority**, 3700 Lake Austin Boulevard, Austin, Texas. John E. Babcock, Supervisor-Research and Development. Publicly owned, the Authority serves a population of 1,400,000 in a 31,000 sq. mile area of Texas. Its generating capacity is 400,000 with 40,000 provided through interconnection. 150,000 additional kw planned by 1965. Customers consist of 35 municipalities, 11 REAs, and 3 retail cities — approximately 25,000 total customers. Maintains full-time area development department. A, B, C, D, E, F, H, I, K, L, M, N, O.

**Gulf States Utilities Company**, P. O. Box 2951, Beaumont, Texas. L. V. Dugas, Superintendent-Industrial and Commercial Sales. Privately owned, the company serves a 28,000 sq. mile area of Southeast Texas and Southwest Louisiana with a population of 988,000. Its generating capacity is 1,501,000 kw and 330,000 provided through interconnection. Additional capacity of 660,000 kw planned by 1964. Maintains full-time area development department. A, B-1, 2, 3, 4, 5, 6, 7, 10, C, D, F, J, K, L, N, O.

**Central Power & Light Company**, William Price, Mgr., Area Development Dept., 120 N. Chaparral Street, Corpus Christi, Texas.

**Dallas Power and Light Company**, 1506 Commerce, Dallas 1, Texas. A. R. Moziak, Industrial Development Manager. A private utility, the company serves an area of 278 sq. miles and a population of 718,000. Its generating capacity is 956,000 kw, and 100,000 kw is available through interconnections. Has full-time area development unit.

**Southwestern Electric Service Company**, 1012 Mercantile Bank Building, Dallas, Texas. Charles D. Goforth, General Sales Manager. Privately owned, this company serves a 3,700 sq. mile area in Texas including nine counties with a population of 100,000. Generating capacity is unlimited through interconnection and is purchased as required. Customers include 22,000 residential, 3,500 commercial, and 200 industrial. A, B-2, 3, 4, 5, 6, 7, 10, C, F, H, J, N, O.

**Texas Power and Light Company**, 1511 Bryan Street, Dallas, Texas. Bassett Watson, Vice President in charge of sales. Privately owned, the company serves areas in North, Central, and East Texas consisting of 48,000 sq. miles with a population of 1,500,000. Its generating ca-



Since breastplated Spaniards landed on its shores four centuries ago, men have admired the rich and beautiful land of South Carolina as a frontier of opportunity. Today that potential is being developed more rapidly than ever along the trail blazed by South Carolina Electric & Gas Company.

With slide rules and research figures its engineers have carved wide paths upon which industry can follow with confidence into any part of SCEGCO's 23-county service area. Such carefully calculated pioneering has been largely responsible for the state's tremendous industrial surge.

It appears that the expansion is just beginning, but trailblazers at South Carolina Electric & Gas Company are far ahead in preparing for low-cost electric power and natural gas availability — no matter how extensive the progress.

**SOUTH CAROLINA ELECTRIC & GAS CO.**

## ELECTRIC UTILITIES

capacity is 1,100,000 kw and 2,356,500 kw provided through interconnection. An additional 725,000 kw capacity planned by 1966. Customers consist of 268,740 residential, 34,930 commercial, and 6,180 industrial. Maintains full-time area development department. A, B, C, D, F, H, I, K, N, O.

**Texas Utilities Company\***, 1506 Commerce Street, Dallas, Texas.

**El Paso Electric Company\***, M. C. McCoy, 215 North Stanton Street, El Paso, Texas.

**Community Public Service Company\***, 408 W. 7th St., Fort Worth, Texas.

**Texas Electric Service Company**, P. O. Box 970, Fort Worth, Texas. John I. Wheeler, Manager-Area Development. This privately owned company serves a 35,000 sq. mile area in North and West Texas with a population of 1,043,320. Its total generating capacity is over 1,380,000 kw and plans expansion of 350,000 kw by 1964. Serves 262,588 residential, 31,271 commercial, and 6,972 industrial customers. Maintains full-time industrial development department. A, B, C, D, F, H, I, K, L, O.

**Houston Lighting and Power Company**, P. O. Box 1700, Houston 1, Texas. Wesley A. Kuenemann, Manager-Industrial Sales Department. This is a private company serving 5,600 sq. miles in Texas with a population of 1,575,000. Its generating capacity is 2,502,250 kw. Expansion to 2,775,250 kw planned by 1961. Customers consist of 422,594 residential, 44,083 commercial, 2,708 industrial, and 3,302 municipal. Maintains full-time area development department. A, B, C, D, F, H, I, J, K, L, N, O.

### UTAH

**Utah Power and Light Company**, Teilluride Power Company, The Western Colorado Power Company, P. O. Box 899, Salt Lake City, Utah. Darcie H. White, Sales and Marketing Manager. These privately owned companies serve a 35,000 sq. mile area in Utah, Idaho, Wyoming, and Colorado, with a population of 850,000. Generating capacity is 700,000 kw and companies are part of the Northwest Power Pool. 150,000 additional kw planned by 1963. Customers include 208,800 residential, 22,455 commercial, and 3,591 industrial. Maintains industrial development department in conjunction with Sales and Marketing Department Activities. I, O.

### VERMONT

**Green Mountain Power Corporation\***, 26 State Street, Montpelier, Vermont.

**Central Vermont Public Service Corporation**, 77 Grove Street, Rutland, Vermont. James E. Griffin, Area Development Director. This is a private utility serving a 5,250 sq. mile area in Vermont and New Hampshire with a population of 210,000. Its generating capacity is 63,000 kw and 250,000 kw provided through interconnection. Generating capacity to be expanded 30,000 kw by 1964. Customers consist of 59,433 residential, 8,373 commercial and 860 industrial. Maintains full-time area development department. A, B, C, D, F, H, I, J, K, L, N, O.

### VIRGINIA

**Richmond Public Utilities\***, 900 E. Broad Street, Richmond, Virginia.

**Virginia Electric and Power Company**, Electric Building, Richmond, Virginia. Clark P. Spellman, Manager-Area Development. Privately owned, the company serves a 32,000 sq. mile area in Virginia, North Carolina and West Virginia with a population of 2,900,000. Its generating capability is 1,978,000 kw and 2,086,000 kw available through interconnections. 600,000 additional kw planned by 1963. Customers consist of 669,800 residential, 80,300 commercial, 600 industrial, and 6,900 other.

Maintains full-time area development department. A, B, C, D, F, H, K, L, N, O.

**Appalachian Power Company**, 40 Franklin Road, S.W., Roanoke, Virginia. Doran M. Miller, Executive Assistant. This is a private utility serving 21 counties in southern West Virginia and 31 counties in western Virginia, an area of 19,000 sq. miles with a population of 1,800,000. Its generating capacity is 2,200,000 with 4,000,000 kw through interconnection with sister companies in American Electric Power System. 665,000 additional kw planned by 1963. Maintains full-time area development department. A, B, C, D, F, G, H, I, J, K, L, N, O.

### WASHINGTON

**Puget Sound Power and Light Company\***, 1400 Washington Building, Seattle 1, Washington. Stewart G. Neel, Manager-Area Development Department. Serving an area of 3,200 sq. miles in the State of Washington, and a population of 770,000, the privately-owned company has a generating capacity of 262,900 kw with 985,000 kw available through interconnections. Has full-time area development department.

**City of Seattle, Department of Lighting**, 1015 - 3rd Avenue, Seattle, Washington. Arthur F. Turner, Area Development Manager. A public utility serving Metropolitan Seattle, a 127 sq. mile area with a population of 700,000, its generating capacity is 2,000,000 kw through interconnection. Customers consist of 208,277 residential, 22,971 commercial, and 303 industrial. Maintains full-time area development department. A, B, F, K, L, M, N.

**Washington Water Power Company**, P. O. Drawer 1445, Spokane 10, Washington. Albert Gruber, Economic Development Engineer. Privately owned, the utility serves a 26,000 sq. mile area in eastern Washington and northern Idaho with a population of 535,000. Generating capacity is 820,000 kw; name plate — 690,000 kw. 13 million kw available in the NW Power Pool (WPP Co. is a Pool member). Customers consist of 128,330 residential, 18,110 commercial, and 1,500 industrial. Maintains full-time area development department. B-4, 5, D, G, K, M, O.

**Tacoma Department of Public Utilities\***, David Glenn, Manager-Industrial Development, 3628 South 35th Street, Tacoma 4, Washington.

**Western Light and Power Company\***, Washougal, Washington.

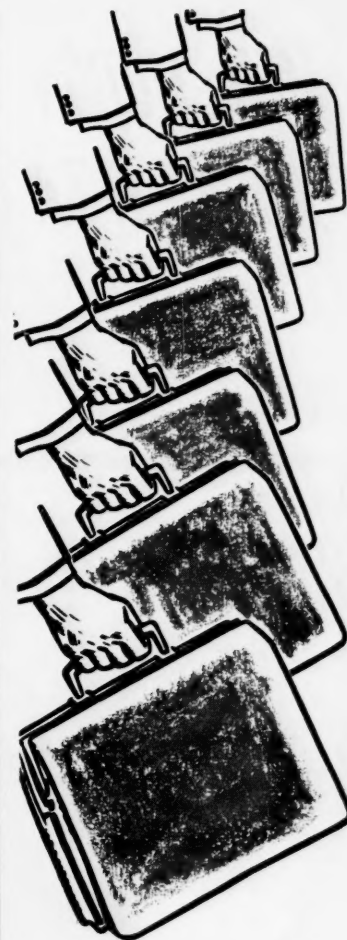
### WEST VIRGINIA

**Monongahela Power Company**, Fairmont, West Virginia. W. C. Handlan, Manager-Area Development Department. Privately owned, the company serves the entire state of West Virginia, portions of Ohio, Maryland, and Virginia, a total area of 13,023 sq. miles with a population of 716,000. Its generating capacity is 688,000 kw with 2,367,000 kw provided through interconnection. An additional 250,000 kw capacity planned by 1963. Customers consist of 192,762 residential, 25,253 commercial, and 1,497 industrial. Maintains full-time area development department. A, B, C, D, F, G, H, K, L, M, N, O.

### WISCONSIN

**Wisconsin Michigan Power Company\***, 807 South Oneida, Appleton, Wisconsin.

**Wisconsin Power and Light Company\***, 122 W. Washington Avenue, Madison, Wisconsin. John R. Frederick, Director of Industrial Development. The service area in Wisconsin served by this private utility has a population of 625,000. Generating capacity is 500,000 kw. Maintains full-time area development department.



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It's difficult for a Texan to be brief because the state offers so much to industry ... but TP&L's industrial consultants are ready and willing to brief you on all subjects pertaining to plant location problems ... in your own office ... any time ... any place. No obligation ... Strictly confidential.

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and LIGHT COMPANY**

**DALLAS**



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Serving the province of ALBERTA

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Director of Industrial Development,  
Box 190, Calgary, Alberta, Canada  
(All inquiries confidential)

## ELECTRIC UTILITIES

Wisconsin Electric Power Company\*, J. H. Dunham, Public Service Building, Milwaukee, Wisconsin.

Wisconsin Public Service Corporation, Box 420, Oshkosh, Wisconsin. R. B. Fick, Industrial Development Coordinator. Privately owned, the utility serves a 10,000 sq. mile area in Wisconsin with a population of 600,000. Its generating capacity is 500,000 mv. Expansion of 80,000 kw planned by 1962. Customers consist of 32,615 residential, 8,500 rural, 4,969 commercial, and 329 industrial. Maintains full-time area development department. A, B-2, 4, 6, 7, 8, 10, C, D, E, F, G, H, K, L, N, O.

### ALBERTA

Calgary Electric Light and Power Company\*, 116 Sixth Avenue, West, Calgary, Alberta.

Calgary Power Limited, 140 - 1st Avenue, S.W., Calgary, Alberta. E. H. Parsons, Director-Industrial Development. Privately owned, this utility serves a 75,000 sq. mile area in Alberta with a population of 725,000. Its generating capacity is 464,000 kw with 25,000 kw provided through interconnections. 150,000 additional kw planned by 1962. Customers include 160,000 residential, (including farms), 26,800 commercial, and 13,200 industrial. Maintains full-time area development department. A, B-1, 2, 3, 4, 5, 6, 7, 9, 10, C, D, G, K, L, M, N, O.

Canadian Utilities, Ltd.\*, W. Mandick, Pres., 10529 Jasper Avenue, Edmonton, Alberta.

Northland Utilities, Ltd., John Schlosser, Mgr., Industrial Development Dept., Edmonton, Alta.

### BRITISH COLUMBIA

East Kootenay Power Company\*, 129 Victoria Avenue, Fernie, British Columbia.

Northern British Columbia Power Company\*, Besner Building, Third Avenue, West, Prince Rupert, British Columbia.

West Kootenay Power & Light Company\*, 1385 Cedar Avenue, Trail, British Columbia.

British Columbia Electric Company, Ltd.\*, J. David King, 425 Carrall Street, Vancouver, British Columbia.

British Columbia Power Corporation\*, Earl Campbell, 970 Burrard Street, Vancouver, British Columbia.

Western Development & Power Ltd.\*, R. H. Gram, 970 Burrard Street, Vancouver, British Columbia.

### MANITOBA

Winnipeg Hydro-Electric System\*, T. E. Storey, General Manager, 55-59 Princess Street, Winnipeg, Manitoba.

Manitoba Power Commission\*, W. D. Fallis, Manager, 1075 Portage Ave., Winnipeg, Manitoba.

Northern Manitoba Power Company, Ltd.\*, Winnipeg, Manitoba.

### NEW BRUNSWICK

New Brunswick Electric Power Commission\*, J. L. Feeney, Chief Engineer, 527 King Street, Fredericton, New Brunswick.

Moncton Electricity and Gas Company\*, 700 Main Street, Moncton, New Brunswick.

St. John Power Commission\*, 39 Canterbury Street, St. John, New Brunswick.

### NEWFOUNDLAND

Newfoundland Light and Power Company\*, 489 Water Street, St. Johns, Newfoundland.

### NOVA SCOTIA

Canada Electric Company\*, 50 Church Street, Amherst, Nova Scotia.

Eastern Electric and Development Company\*, 50 Church Street, Amherst, Nova Scotia.

Scotia.

Edison Electric Light and Power Company, Ltd.\*, 357 Barrington Street, Halifax, Nova Scotia.

Nova Scotia Light and Power Company\*, 357 Barrington Street, Halifax, Nova Scotia.

Nova Scotia Power Commission\*, 108 Granville Street, Halifax, Nova Scotia.

Western Nova Scotia Company\*, 357 Barrington Street, Halifax, Nova Scotia.

Dominion Utilities Company\*, 235-259 Townsend Street, Sydney, Nova Scotia.

Eastern Light and Power Company\*, 235 Townsend Street, Sydney, Nova Scotia.

### ONTARIO

Gananoque Electric Light & Water Supply Company\*, 1 King Street, West, Gananoque, Ontario.

Canadian Niagara Power Company\*, Niagara Falls, Ontario.

Ottawa Hydro-Electric Commission\*, Ottawa, Ontario.

Great Lakes Power Company\*, 122 East Street, Sault Ste. Marie, Ontario.

Brazilian Traction, Light & Power Company\*, 25 King Street, West, Toronto, Ontario.

Canadian-Brazilian Services, Ltd.\*, 383 Yonge Street, Toronto, Ontario.

Hydro-Electric Power Commission of Ontario\*, 620 University Avenue, Toronto, Ontario.

Toronto Hydro-Electric System\*, 14 Carlton Street, Toronto, Ontario.

### QUEBEC

MacLaren-Quebec Power Company\*, Buckingham, Quebec.

Saguenay Electric Company\*, 30 East Racine Street, Chicoutimi, Quebec.

Gatineau Power Company\*, 65 Saint Redempteur Street, Hull, Quebec.

Northern Quebec Power Company\*, 355 St. James West, Montreal, Quebec.

Quebec Hydro-Electric Commission\*, 107 Craig Street, West, Montreal, Quebec.

Power Corporation of Canada\*, 355 St. James Street, West, Montreal, Quebec.

Saguenay Power Company, Ltd.\*, Neely Du Bose, Sun Life Building, Montreal, Quebec.

Shawinigan Water & Power Company\*, J. K. Wilson, Manager Industrial Development, 600 Dorchester Street, West, Montreal, Quebec.

Southern Canada Power Company, Ltd.\*, L. C. Groom, Industrial Manager, 1450 City Councillors Street, Montreal, Quebec.

Quebec Power Company\*, 399 East St. Joseph Street, Quebec, Quebec.

### SASKATCHEWAN

Saskatchewan Power Company, 1739 Cornwall Street, Regina, Saskatchewan.

City of Regina, Light and Power Department, 1734 Dewdney Avenue, Regina, Saskatchewan, Canada. Bart Howard, Supervisor of Sales and Public Relations.

A public utility serving a 36 sq. mile area in Saskatchewan with a population of 110,000, its generating capacity is 90,000 kw and 15,000 kw provided through interconnection. 30,000 additional kw planned by 1963. Customers include 28,200 residential, 4,830 commercial, and 29 industrial. Maintains full-time area development department. A, B, F, G, H, I, J, K, L, M, N, O.

National Light & Power Company\*, 311 Main Street, North, Moose Jaw, Saskatchewan.

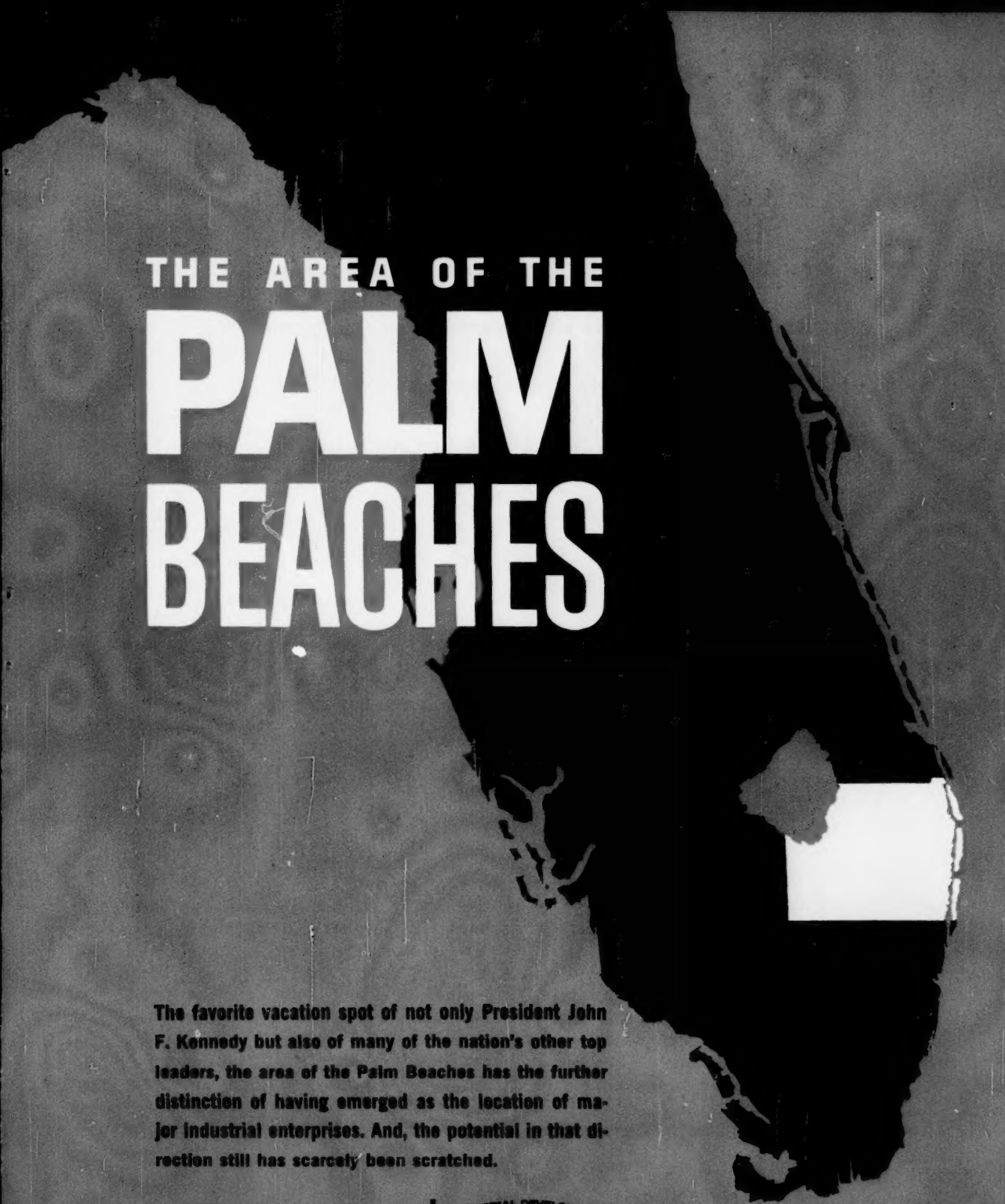
### PUERTO RICO

Puerto Rico Water Resources Authority\*, Ponce de Leon Avenue, San Juan, Puerto Rico.

### VIRGIN ISLANDS

Virgin Island Co.\*, Estate Golden Grove, Christiansted, St. Croix, Virgin Islands.





# THE AREA OF THE **PALM** **BEACHES**

The favorite vacation spot of not only President John F. Kennedy but also of many of the nation's other top leaders, the area of the Palm Beaches has the further distinction of having emerged as the location of major industrial enterprises. And, the potential in that direction still has scarcely been scratched.

AN AREA SURVEY BY



THE INTERNATIONAL GUIDE TO INDUSTRIAL PLANNING AND EXPANSION

Graceful palm trees, clean and beautiful buildings, and sparkling blue water are typical of the area of the Palm Beaches.

**In your look at West Palm Beach you will find that in addition to its extraordinary attractions as a place in which to enjoy living and working, the area offers a variety of advantages which combine to make this a choice site for many types of industrial operations.**

# INDUSTRIAL OPPORTUNITY

*By Jouett Davenport, Jr.*

WEST PALM BEACH. Take all the words you have ever heard used to describe a tropical paradise, and you may be sure they are pretty well suited to depict the area of the Palm Beaches.

The soaring palm trees, explosively beautiful displays of flowers, graceful yachts and sailboats, sunshine, enticing beaches and blue water, are all here. It's a geographical advantage, of course, which has been well enhanced with a number of man-devised improvements, and it may be said, unequivocally that the inhabitants of the area happily make the most of it all.

Recently, too, the area has come into additional prominence, of course, because the Kennedy home on Palm Beach is a favorite vacation retreat of President John F. Kennedy, and leaders here are of the opinion that the President's interest will make the Palm Beaches even more attractive to visitors and prospective new residents.

Historically, the Palm Beaches were developed primarily because people from other climes found this was a place where they could spend their winters amid greenery rather than being subject to blasts of ice and snow. This fact is as true today as it ever was, but some significant differences also exist.

For example, even though a substantial number of Palm Beach residents are here only during the winter season, and certain exclusive shops are open only during that time, the municipalities of Metropolitan West Palm Beach are thriving year-around communities and have been for a long time.

Not only that, but Palm Beach county has emerged as an area important as the location of industrial enterprises. The 1960 Manufacturers Directory of the county lists, for instance, some 435 manufacturing establishments in 21 major Standard Industrial Classification groups.



**IN A TROPICAL PARADISE**

## THE PALM BEACHES

While most of these are small operations, employing a few people and serving a local or regional market, they constitute altogether a substantial part of the economy here.

### The Area Attracts Big Plants

Further, the area recently has attracted some really big plants—the kind of operations which indicate clearly that West Palm Beach and its environs stand at the threshold of a new era of burgeoning industrial development.

A recent addition, in the very big category, to the industrial scene is the research and development center of United Aircraft Corporation's Pratt & Whitney Aircraft Division.

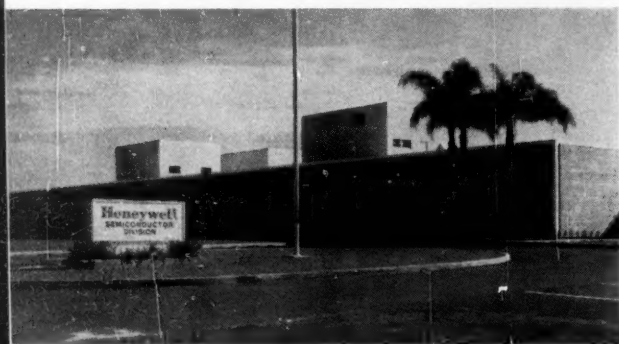
Charles T. Roelke, general manager of the facility, explained that the company prospected for sites all over the eastern half of the nation before selecting the Florida location. From the outset, he said, all urban and densely populated areas were eliminated because the noise of jet and

have come here from 41 states. Under the roof of the main manufacturing area are 17 acres of floor space, including five acres of offices and 12 acres of experimental area.

Another one of the large new plants to be located here, in the Riviera Beach area, is a facility of Minneapolis-Honeywell Regulator Company's Semi-conductor Products Division.

S. Blaine Ponder, assistant to the manager of the plant, told us in an interview that his company had studied 14 areas from coast to coast before choosing the location here. "We found," Mr. Ponder explained, "that it was much easier to attract the kind of technical people we need to Palm Beach County than to any other location we considered. That was the major deciding factor in our final choice."

Opened in October, 1960, the present building has 50,000 square feet of floor space. Additional planned construction will bring the total to 150,000 square feet. Employment is expected to rise from the current 85 to 700 by mid-1963 and to 1,000 by mid-1965, Mr. Ponder said. Initial activities at



This facility of Minneapolis-Honeywell's Semiconductor Division was opened in October, 1960, and has 50,000 square feet of space. It ultimately will be increased to 150,000 square feet. Officials said the West Palm Beach location was chosen because of the area's unusual attractions as a place in which to live.

rocket testing would be intolerable in a city. Therefore, a site was needed that would provide isolation while, at the same time, the company wanted a location that would be accessible to residential areas attractive to employees.

United Aircraft found that competent personnel could quickly be attracted to Florida from points all over the country, and after surveying many areas in the state, the company finally settled on Palm Beach County. The facility was located on a tract of 7,000 acres, giving the required isolation along with access to both railroad and highway facilities.

Described by Mr. Roelke as "one of the world's most complete facilities for aerospace research," the center now has more than 4,000 employees who

the plant were concerned with engineering, designing and development work, with production of micro-transistors and other electronic components following.

The third big new operation here is the electronic data processing equipment manufacturing plant of Radio Corporation of America. Located in the newly-created community of Palm Beach Gardens, the plant complex is on a 100-acre site and will contain a total of 180,000 square feet of space. To employ several hundred persons, the \$4 million plant will manufacture the RCA 301 electronic computer system.

Donald H. Kunsman, vice president and general manager of the company's Electronic Data Processing Division, said several sites were considered



before the Palm Beach County location was chosen. Commenting that "RCA is pleased to locate in Florida," Mr. Kunsman added: "We look forward to many pleasant and profitable years here — pleasant and profitable to both RCA and the Community." Manager of the RCA operations here is Harold M. Emlein who has been with the company since his graduation from the University of Minnesota in 1930.

To get an idea about the operation of smaller enterprises here, we dropped in for a visit with Al Knapp, manager of the Lanman Engraving Company, which has 30 employees.

"The plant was located in West Palm Beach," Mr. Knapp explained, "because the principals of our company had visited the Palm Beach area and liked it. They decided this is a good place to be all the year 'round." Concerning the recruiting of skilled workers from other parts of the country, Mr. Knapp observed, "We had to fight 'em off. Our plant will continue to grow, and we anticipate that we will always be able to get the kind of men we need."

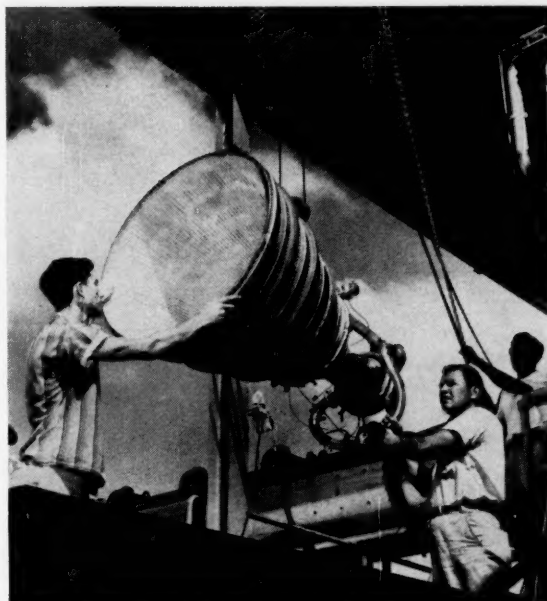
Lanman does full color plates for such publishing firms as Curtis, Hearst, and others, and the plates are shipped to their destinations via air freight. Mr. Knapp said the air service in and out of Palm Beach International Airport "is as good as you can get anywhere and well meets all our needs."

## Labor Force Always Adequate

Echoing the views of the industrialists we talked to, Director Robert Douglas of the Florida State Employment Service Office here told us: "You can always get the kind of workers you want in Palm Beach County."

The number of workers in the county's total labor force fluctuates markedly according to season, as thousands of migratory agricultural workers come here during harvest months. In April, 1960, for example, the employment service listed a total work force of 92,400, with 16,500 in agriculture. In October, 1960, the total was listed at 75,100, with 4,400 in agriculture.

On the other hand, there were 7,800 persons in manufacturing as of April, while in October this had climbed to 8,300. Showing the relative stability of employment in all nonagricultural establishments, Mr. Douglas said that the total in October, 1959, was 50,600, while the figure for September, 1960, was 50,300, and in October, 1960, was 51,100.



Workmen at the huge West Palm Beach plant of the Pratt & Whitney Aircraft Division, United Aircraft Corporation, are shown lowering onto a test stand an LR115. This is the nation's first liquid hydrogen rocket engine which Pratt & Whitney is developing. The main manufacturing area of the plant has 17 acres of space under roof, and the facility has 4,000 employees who have come here from 41 states.

Shown in an architect's sketch is the new plant being built in the Palm Beach area by Radio Corporation of America. On a 100-acre site, the operation will have 180,000 square feet of floor space and will manufacture the RCA 301 electronic computer system. The project will cost approximately \$4 million.



ber, 1960, was 50,300, and in October, 1960, was 51,100.

Enlarging on his earlier comment, Mr. Douglas stressed that whenever word gets out in any part of the nation that some particular category or categories of workers are wanted in Palm Beach

## THE PALM BEACHES



Looking north, this is "the Cove" in Lake Worth, West Palm Beach's eastern boundary. At upper left center are part of the downtown shopping area, office building and hotel section. The wide thoroughfare along the lake shore is Flagler Drive, an unusually beautiful area.

County, his office is immediately flooded with applications.

According to figures gleaned from the Palm Beach County Audit on file in the International Registered Community Audit at Conway Publications, prevailing rates for skilled workers ranged from \$2 to \$3.50 an hour; for semi-skilled workers the range is from \$1.25 to \$2, and for unskilled, \$1.25 to \$1.50.

Florida has a "right to work" law which says, in part: "The right of persons to work shall not be denied or abridged on account of membership or non-membership in any labor union or labor organization provided that this clause shall not be construed to deny or abridge the right of employees by or through a labor organization or labor union to bargain collectively with their employers."

### A Skyrocketing Consumer Market

During the 1950-60 decade the population of Palm Beach County soared from 114,688 to 228,106 for a spectacular gain of 98.9 per cent. At the same time, the population of Florida increased from 2,771,305 in 1950 to 4,893,098 in 1960, a gain of 76.56 per cent. This growth raised Florida from 20th to 10th place among all the states and is clear indication that the Sunshine State alone is as prime

an expanding market area as can be found anywhere.

Thus West Palm Beach and the other communities of this metropolitan area not only have access to this immediate huge market but are close also to the other Southeastern states to the north which in themselves constitute one of the nation's best market regions.

For instance, in Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina and Tennessee is a population totaling approximately 24.6 million persons. And, not much farther away are the great population centers of the North and East.

The prosperity of Palm Beach County alone is attested to by the fact that in 1959 the area income totaled an estimated \$412 million, according to the Blue Book of Southern Progress. Total volume of all business in the area was listed at \$1.091 billion.

### It's Easy to Get Here from Anywhere

Whether you travel by air, land or sea, you will find that the area of the Palm Beaches is readily accessible, and good transportation facilities in all categories are available to move your goods to market, both near and distant.

The Palm Beach International Airport now is served by non-stop jet flights to and from New York. This service is provided by both Eastern and Delta airlines. Other lines serving here are Capital, Bahama, Mackey and National, as well as Riddle which is air freight only.

In a chat we had with Tom Sherwood, vice president of the West Palm Beach Chamber of Commerce and manager of Eastern Air Line's office here, he told us that there had been "tremendous response" to the new daily jet flights between here and New York which Eastern inaugurated December 1, 1960. "These flights are a great thing for the community," he declared, "and I think they will help push industrial growth in the area." He said also that all the airlines serving this airport expect a steady increase in year around business.

Other airports in the country providing executive and private flying facilities are Lantana Airport, with a 3,500-foot runway, and Glades Airport, with a 4,500-foot runway.

Highway traffic moves in and out of here on some of the best roads to be found in the country.

Included are U. S. 1, 27, 98 and 441, along with State Highways A-1-A, 80, 704, 706, 712, 801, 804 and 806, as well as the Sunshine State Parkway. U. S. 95 in the new Interstate System ultimately will extend all the way from Miami and through the area of the Palm Beaches to Houlton, Maine.

Some 12 motor trucking firms serve the area, and six of these have terminal facilities. There are also five freight forwarders here.

Railroad freight and passenger service is provided by the Atlantic Coast Line Railway, the Florida East Coast Railway and the Seaboard Airline Railroad. Full Railway Express Agency service is available.

### The Port of Palm Beach

For water borne commerce the area is fortunate in being on the Atlantic Inter-coastal Waterway and in having an excellent harbor for international shipping at the Port of Palm Beach.

During our visit to the port facilities we learned from Port Director Joel C. Wilcox that plans are underway for further improvement of the harbor. The project, awaiting only budget approval, would include deepening of the outer channel from 27 feet to 37, and deepening of the turn basin to 35 feet. The proposed improvements would involve a three-year program, Mr. Wilcox said.

"We are now in the process of acquiring suitable land in the port area where there will be room for the construction of bulk liquid storage facilities," the port director added.

Mr. Wilcox stressed, too, that service is available to meet traffic demands, and although there has been a decline in business as a result of the Cuban situation, there has been some pickup in traffic between here and the Bahamas and other Caribbean islands. "Currently," he said, "we are concentrating on developing more traffic to and from Europe, but I foresee good possibilities not only in the Caribbean but also in South America." He said also that it was his hope for development of big ship cruise service originating here.

### "Power Available in Any Quantity"

Electric power, basic need for any commercial or industrial enterprise, is supplied to this area by Florida Power & Light Company. There was a time when growth here got ahead of FP&L's facilities to meet power demands, but the com-



### FAMILIAR PALM BEACH VISITOR: KENNEDY'S CONVAIR "CAROLINE"

During the course of the survey of West Palm Beach, ID Editor H. M. Conway, Jr., arrived late one night at the international airport here and parked his small Cessna 182 in the transient aircraft area. When he returned the following day he found the plane apparently being guarded by a sheriff's cordon. Closer inspection revealed, however, that the armed guard was interested in a larger airplane nearby—a sleek private Convair (above) registered to "Kennair Corporation." President Kennedy was home. By coincidence, the Conway airplane and that of the President had been stablemates a few days earlier at the Washington National's Butler Aviation facility. Below is a scene typical of the welcomes received by the President on his arrival at the Palm Beach International Airport, although now the Secret Service no longer permits quite such close contact with well wishers. At the left of the President is West Palm Beach Police Chief William M. Barnes.



pany's big and continuing expansion program has been such that today, in the words of FP&L Division Manager R. D. Hill, "Facilities are available for power in any quantity."

In the company's system as a whole, projects already in progress, plus other plant facilities, sub-



## THE PALM BEACHES



Worth Avenue, in the fabulous Palm Beach resort area, has been dubbed the "Fifth Avenue of the South," as the shops here bear names that are famous in luxury merchandising. This is a quiet patio in the Worth Avenue area where shoppers may relax for a bit of refreshment.

The bustling Clematis Street shopping area in West Palm Beach is a year around mecca for both residents and visitors. With a population of 56,208, West Palm Beach is the largest city in the County and the major center for general commercial activity.



station additions, new transmission and distribution lines and other improvements make up a five-year expansion program, including 1960, that will cost an estimated \$485 million. Calling for construction expenditures averaging \$97 million a year, Mr. Hill said, this will be by far the biggest era of expansion the company has ever experienced. Right here in Palm Beach County two 300,000 kilowatt units are under contract for addition to the Riviera plant and scheduled for operation in 1962 and 1963.

After discussing the power situation, Mr. Hill took time to be expansive about the fine aspects of living in West Palm Beach. "The climate in this area," he asserted, "is fine for the general health of people. We have pure air and no water pollution. We also have a good political climate, and the governments of the state, county and the municipalities of the metropolitan area are geared to meet the needs of the people and to help new industry."

### Natural Gas in Good Supply

Relatively new on the scene here is natural gas, this fuel having been introduced to the Palm Beaches in June of 1959. President J. K. Roberts of Florida Public Utilities Company, reports that since that time reception to this new supply has been excellent.

"The company spent approximately \$1.2 million in the latter part of 1959 to convert its manufactured gas customers to natural gas and in running new, major supply lines and distribution systems to all cities and towns in the company's franchised area," Mr. Roberts said. He added that about \$550,000 was spent in 1960 in additional gas lines, while \$500,000 will be spent for new facilities during 1961.

In the eastern portion of Palm Beach County a subsidiary of the company, Flo-Gas Corporation, furnishes metered propane gas service to about 7,000 customers.

Mr. Roberts explained that natural gas is purchased from the Houston, Texas, Gas and Oil Corporation through gate stations located in Riviera Beach, West Palm Beach, Lake Worth and Boynton Beach. An interconnected distribution system assures an adequate supply in any given town as it permits that town to be served from any or all of the four supply points. As a result of the development of new industry and popula-



tion increases, Mr. Roberts anticipates an annual increase of customers of 11.5 per cent each year for the next five years.

### Telephones A-Plenty: 100,000 of 'Em

Another enthusiastic West Palm Beach citizen, who observed that "we've got something here no other place has," is Edward F. Reddy, division manager of Southern Bell Telephone & Telegraph Company.

Mr. Reddy, who is also a vice president of the West Palm Beach Chamber of Commerce and chairman of the City Advertising Commission, told us that the number of telephones in the county increased from 30,766 as of January 1, 1950, to a current total of more than 100,000. He added that his company estimates—and admitted that the estimate was "conservative"—that by 1970 the number of telephones in use here will increase to 220,000.

As the result of a tremendous and continuing improvement and expansion program in Florida as a whole, he said, individuals and commercial and industrial establishments can get immediate installation of as many telephones as they might want.

In other comment about West Palm Beach, he declared: "This is a place of opportunity because it just naturally attracts growth."

### The County and Its Communities

Covering an area of 2,684 square miles, Palm Beach County extends all the way from the coast westward to Lake Okechobee, and there are 37 incorporated communities within its borders.

The county comprises the West Palm Beach Metropolitan area, and the latter city, covering 23 square miles and with a population of 56,208, is the largest in the county as well as the county seat. The next two largest cities are, in order, Lake Worth which covers five square miles and has a population of 20,758, and Riviera Beach also covering five square miles and with a population of 14,000.

Carrying the slogan "Tropical Florida's First Resort," West Palm Beach is the hub city of the area and is setting the pace with a tremendous capital improvement program which will enhance the whole area and make it an even more attractive place in which to live and work.



Along with such things as boating and fishing, swimming is also, of course, a sport enjoyed by all age groups in the area of the Palm Beaches. Here West Palm Beach Mayor Percy I. Hopkins presents a swimming team award to two young winning contestants.

To learn more about this we had a session with Acting City Manager Herbert Kip who allowed: "We are facing a new era of progress." He explained that the people had approved a new bond issue, the first since 1926, to finance a host of constructive new developments. Included are such things as a new civic auditorium, a modern public library, a sports stadium, an off-street parking facility, additional storm sewers and street widening and paving. The municipal marina, which has slips available for 150 boats, also has been modernized.

The storm drain and streets project will cost \$1.820 million, while the auditorium bonds totaled \$1.4 million. The library, stadium, off-street parking and marina work swells the total to \$5.5 million. It is expected that all these projects will be completed within two years.

### Full Community Services

Altogether, Mr. Kip stressed, West Palm Beach has a full complement of community services to meet the needs of its citizenry, and it will be even better prepared to meet these needs in the future.

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We found out more about one of the most vital of these services during an interview with John G. Simmons, superintendent of the West Palm Beach Water Department.

The present water supply for West Palm Beach and Palm Beach comes from nearby Lake Clear and Mangonia Lake in which water is stored from a rain shed area of 15,000 acres. The average annual rainfall is 60 inches.

"The water supply is reliable, and we have never had to restrict its use," Mr. Simmons said, adding that the department has a 10-year program of water development to take care of the anticipated water needs of the Palm Beaches.

The filtration plant, on the shore of Clear Lake, recently had a new pumping facility added, and other improvements are planned.

Mr. Simmons said further that a new six-million-gallon sewage treatment plant was completed in 1957, and this can be expanded when the need arises. The entire city is sewered, about half of the facilities having been recently installed.

Another angle on the economy of West Palm Beach was presented to us by J. L. McKinney, president of the Florida National Bank & Trust Company, who has been a resident for 35 years.



The impressive skyline of West Palm Beach was further enhanced recently by the addition of the new Town House Motel shown in center foreground. The motel boasts a handsome restaurant with excellent food at popular prices.

"We have a stable financial situation here," he observed, "and money is available from the banks here and through correspondent banks to meet the needs of new and expanding commercial and industrial facilities."

Commenting on the location here of Minneapolis-Honeywell, Pratt & Whitney and RCA, Mr. McKinney said he expected to see other big firms come to West Palm Beach and environs and that continued healthy industrial growth is assured. He stressed, too, that on a year 'round basis living

costs here are more reasonable than in many areas over the nation.

After our chat with Mr. McKinney, we dropped in to see R. E. Rickett, public relations manager for the Atlantic National Bank of West Palm Beach. "Our past growth here indicates that we have a good future," he commented, "and I am very optimistic about the long-range outlook."

He said, too, that the new industrial plants here will serve as examples to industrialists all over the nation that this is a very good place in which to locate. It was also his opinion that the port will see continued important development, as it can give many types of industry the advantage of low-cost water freight rates. Expressing the view that Florida's homestead exemption provision — under which all residential property in which the owner is living is exempt from taxes for the first \$5,000 of valuation — is an advantage, Mr. Rickett said efforts are being made to reduce certain other taxes.

"All the elements for continued growth are here," he asserted, "so I think it's inevitable."

Later, at a luncheon meeting with West Palm Beach Chamber of Commerce President Jack Cox, we heard optimism expressed in even stronger language. "Our horizons are unlimited," he stated, "and I believe that we will grow just as fast as the people want us to grow."

More evidence of the growth pattern came from Cecil Kelley, publisher of the newspaper dailies, Palm Beach Post and Palm Beach Times. He said total circulation of the papers was up 15 per cent over a year ago, and he expects it to grow as much as 20 per cent during the current year.

The Post-Times building is a new million-dollar structure which was opened October 6, 1960, and boasts some of the most modern and highly automated equipment in the newspaper business. The central offices for Perry newspapers, as well as the IBM accounting center for the chain, are located here. "We now have 395 persons employed here in West Palm Beach," Mr. Kelly said, "and we expect to keep on expanding."

### Palm Beach: World-Famed Resort

Already long famous, of course, for such things as its golden beaches, beautiful homes and golf courses, resort hotels and lush vegetation, Palm Beach has been, as we noted earlier, in the spotlight recently as a vacation retreat for President John F. Kennedy. It is expected that during his

term as president he will continue to come here for winter vacation periods.

At the time of our visit to the fabulous island the winter season had just opened. We took a stroll along renowned Worth Avenue, the "Fifth Avenue" of the South, and in one block we counted five Rolls Royces and two Bentleys parked at the curb. The shops, bearing names well known in luxury merchandising, are in great variety and beautifully appointed.

After an automobile tour of Palm Beach, during which we saw the Kennedy mansion, well-guarded with local police and Secret Service men, we visited the decorous offices of Arnold Construction Company, a major building firm in this area.

The company's J. Y. Arnold, Jr., told us that his organization and other builders in the area have the capacity and equipment to construct any kind of facility one might want. "We also have the skills here to handle the most meticulous jobs," he said.

Speaking of the whole area of the Palm Beaches, Mr. Arnold characterized it as "a well-rounded community, with the best in culture, education and recreational facilities, and reasonable taxes. We expect the rate of growth here to accelerate during the next decade," he continued, "and I think Mr. Kennedy's interest here will attract more and more people to the area."

Mr. Arnold said further that increased industrialization in Palm Beach County will help produce a more balanced year-round economy and that the citizens are definitely favorable to the idea of bringing in new plants and payrolls.

Tourism, he added, will continue to develop on a 12-month basis, as the Palm Beaches are pleasant and attractive any time of year. In this connection he noted that his company has under construction here a new four-story, 58-room hotel which will be open all year.

From Mr. Arnold's office we went to see W. Julian Field who administers the affairs of Bessemer Properties, Inc., in Palm Beach and Martin counties. Bessemer is a part of the vast Phipps enterprises and has been operating here since the early 1900's. Mr. Field's offices are in a new building which houses a huge shopping center where the shops, like those on Worth street, carry names known the world over.

Pointing to the fact that some of the big estates, covering many acres in Palm Beach, are now being sold and divided into smaller tracts, Mr. Field emphasized that there is still room for extensive resi-

dential growth here.

"As far as Palm Beach County is concerned," he said, "there is plenty of land available at reasonable cost, and I think we will see continued rapid industrial expansion in the area." Mr. Field said since climate plays an important role in production, and workers here don't have the clothing and heating problems encountered in other parts of the nation, people will continue to be attracted here in great numbers.

### School Expansions Planned

Virtually all the people we talked with here mentioned in the course of their conversations the good educational facilities available throughout the county.

To get the picture on that, we visited Howell L. Watkins, superintendent of schools. He told us that in March, 1960, a five-year planning program was set up to facilitate expansion of the school system and to meet needs as they occur. "We are now in the process of buying sites for the location of future school buildings," he said, adding that at present \$2.4 million has been earmarked chiefly for the construction of new school buildings or for expansions of existing units.



In addition to the surf swimming available at the fine beaches in the area, the hotels and motels in the Palm Beaches have fine pools which swimmers can enjoy during most months of the year. This is a pool at a motel on the shore of Lake Worth.

Mr. Watkins said present enrollment in the system was 41,779, as compared with 40,692 last year. There are 1,684 teachers in the public system, giving a good average teacher-pupil ratio, he said. Altogether, there are 1,573 classrooms.

There are also a number of parochial schools well distributed in the county, as well as several institutions for retarded and physically handicapped children.

The superintendent stressed that despite the in-

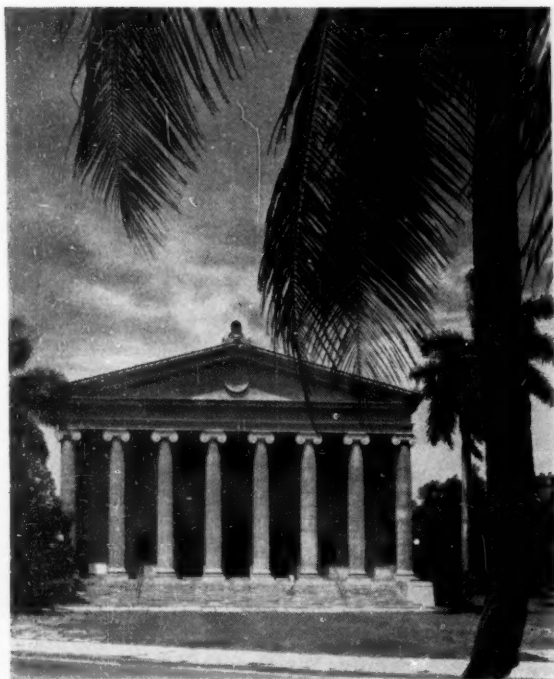


## THE PALM BEACHES



Located in surroundings that should make any youngster love to go to school is Palm Beach High School in West Palm Beach. Recognized for its high scholastic standards, the public school system in the area is being further improved through a five-year program, which was set up in 1960, to continue expansions and new construction in Palm Beach County.

The handsome building of the Christian Science Church in West Palm Beach is a striking landmark here. Altogether, there are 175 churches, representing virtually all denominations, in Palm Beach County.



crease in pupil load, the Palm Beach County Board of Education has been able to provide adequate facilities to handle attendance without crowding and with ample faculty to maintain the area's high standards of education.

### Good Junior College Program

There are two junior colleges in the county. They are the Palm Beach Junior College and Roosevelt Junior College. The two have combined enrollment of 1,921, and faculties totaling 95 teachers.

Of particular interest to industrialists is the program at Palm Beach Junior College which is at Lake Worth. The state has set up here a two-year, post-high school training program of the technical institute type for electrical-electronic technicians. Completely equipped electronic and electrical machinery laboratories, with competent instructors, are in operation.

According to J. Robert Meachem, chairman of the Department of Mathematics and Engineering Technology, there is an actively functioning industry advisory committee working with the college. On the committee are representatives of the Florida Power & Light Company; Franklin Systems, Inc., Pratt & Whitney, Southern Bell Telephone and the Florida State Employment office. Mr. Meachem said the committee has reviewed the curriculum and has advised him that any graduate in the reasonable future would be hired immediately in Palm Beach County.

Also, the University of Florida, through its extension division, offers at Palm Beach Junior College night courses where graduate credit may be obtained. Regular University faculty members present these courses, and there are approximately 200 persons now in attendance.

R. D. Hill of Florida Power & Light, who was quoted earlier in this report, is also chairman of the Palm Beach County School Board's Committee on Higher Education, and he commented that both the day and night programs at the junior college are going a long way toward meeting the needs of industry here for technical personnel.

Important in the future, he emphasized, is the planned new four-year college to be located at Boca Raton. The State of Florida has made available \$334,250 for initial planning on the new institution, and it is expected that construction will be started on this project in 1963-64.



## A Place for Fun and Relaxation

As we have already observed, the tropical paradise of the Palm Beaches constitutes the top plus factor for living, working and playing here.

To enumerate all the cultural and recreational facilities to be found would require a special report in itself, but it may be said here that millions of dollars have been invested in parks and facilities for participant as well as spectator sports. There are numerous fine golf courses available, including the West Palm Beach Country Club course which is the scene of the Palm Beach open tournament and one of the nation's finest.

The facilities for swimming, boating, and other water sports are second to none, and there are numerous regattas and fishing tournaments. Public parks provide tennis courts, shuffleboard courts, lawn bowling, cards and other activities. In short, the facilities for fun living are here for every member of the family, and such things as supervised playgrounds, and guarded beaches and pools give mothers a welcome respite.

Within a short drive from downtown West Palm Beach are Connie Mack Field, the spring training home of the Kansas City Athletics, and the Palm Beach Kennel Club which features greyhound racing during the winter and spring seasons. Also here is the Palm Beach Jai-Alai Fronton where we spent an exciting evening seeing our first Jai-Alai game. The popularity of this sport, which is described as "the world's fastest game," is attested to by the fact that the Fronton is crowded every night.

Besides all this, virtually every sort of cultural attraction and diversion may be found here. At the Norton Gallery, for example, is a school of fine art as well as an outstanding permanent exhibit of paintings and an exquisite jade collection. The Society of the Four Arts, where exhibitions of old masters and contemporary artists may be seen, also sponsors a series of lectures and forums.

The Norton Gallery, along with the Civic Music Association, also offers regular music programs, and the Gallery's Community Theater, an amateur theatrical group, presents fine entertainment from local talent.

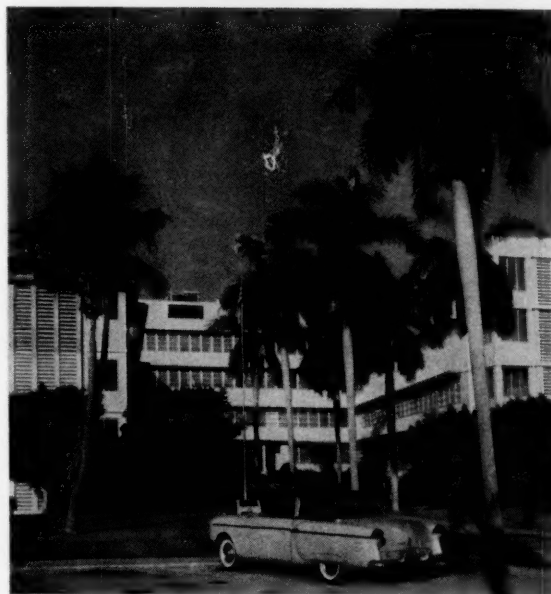
Palm Beach's new Royal Poinciana Playhouse offers productions featuring top Broadway and Hollywood talent. On our visit to the theater we were much impressed at its plush and beautiful appointments and its vast array of equipment.

In other fields of entertainment, communica-



Lovers of spectator sports have a great variety of things to attract them in the area of the Palm Beaches. This, for example, is a crowd assembled at the Palm Beach Kennel Club which features greyhound racing during the winter and spring seasons.

Some of the finest medical and health facilities to be found anywhere are in Palm Beach County, and the hospitals are excellently equipped. This is the east entrance of Good Samaritan General Hospital in West Palm Beach.



## THE PALM BEACHES



The municipal Marina in West Palm Beach, which recently has been modernized, has slips available for 150 boats. These facilities are utilized by both residents and visitors, and boats registered from many other states as well as foreign countries may be seen nestled in the slips here.



The Norton Gallery of Art here is one of the many cultural attractions available in the area of the Palm Beaches. The Gallery has a school of fine art, as well as a permanent exhibit of paintings and a jade collection, and it also offers regular musical programs.



Agriculture, particularly in the raising of fresh vegetables which grow rapidly in the warm climate and rich soil of the Everglades area, is an important factor in the economy of Palm Beach County. This plane is dusting a crop of cabbage on a farm near West Palm Beach.

tions and news, Palm Beach County has 15 newspapers, including four dailies, 10 weeklies and one semi-weekly; eight radio stations, and two television stations. Programs from six TV stations get good reception here. There are also 16 movie theaters and five drive-ins. A strong religious background is attested to by 175 churches of all denominations in the county.

On the civic scene you will find local chapters of all national and international organizations. In addition to the leading and very active West Palm Beach Chamber of Commerce, there are nine other chambers operating in the area.

Also here are the Palm Beach County Freight Traffic Bureau, Florida Inland Navigation District Headquarters, the Resources Development Board of Palm Beach County, and Central and Southern Florida Flood Control District Headquarters.

On the health scene, the area of the Palm Beaches offers some of the finest facilities to be found anywhere. The County Health Department with a director and a staff of 77 persons, offers a broad array of services, and most public health clinics are conducted under the supervision of practicing physicians who are members of the County Medical Society.

There are seven general hospitals, superbly equipped with a total of 740 beds. In addition, the County Convalescent Hospital at West Palm Beach has 125 beds, and the Southeast Florida Tuberculosis Hospital at Lantana has 508 beds.

### A \$100 Million Agricultural Industry

Besides its tourism and growing industrialization, Palm Beach County with its rich Everglades soil is the home of a farming industry which brings in annually more than \$100 million.

We learned from County Agent Marvin U. (Red) Mounts that some 125,000 acres of land in the county are devoted to vegetable production. The crops include green beans, celery, cabbage, escarole, luscious vine-ripened tomatoes, and many others.

In view of the Cuban situation, Mr. Mounts said, there is a good possibility that the output of sugar cane will be greatly increased. He said he also anticipated a long-range development of freezer plants and packing houses in the county.

Livestock and dairying are becoming increasingly important in the agricultural picture he added, estimating the number of beef cattle at 125,000 head and dairy animals at 30,000 head.

## Planned Industrial Districts

The extensive areas of flat land that are open for development in and around West Palm Beach include excellently-planned industrial districts.

One of these districts is a part of the big project here of Perini-Westward Developers, Inc., called Palm Beach Lakes and which is within the city limits of West Palm Beach.

Containing approximately 4,000 acres, this "city within a city" is a complete and balanced community with areas zoned carefully for residential, commercial and industrial use. An indication of the size of the total project may be seen in the fact that 45 east-west streets cross the property.

Paul Hrabko of the Perini organization explained that some 420 acres in the area had been designated as a district for light industry, warehousing and distribution operations. The district is adjacent to the main line of the Seaboard Railroad and has full utility services.

Mr. Hrabko said his company offers a "Package deal" to industry interested in locating here. It will build a plant or warehouse complete on a "for lease" or "lease-purchase" basis. Several new developments currently are pending, he said.

Ultimately, Palm Beach Lakes will contain 10,000 homes, and now under construction is a new shopping center which will have 20 stores and, including the big parking area, will be on a tract of 16 acres. This new "Shop Westward" center will represent an investment of \$2 million, Mr. Hrabko said.

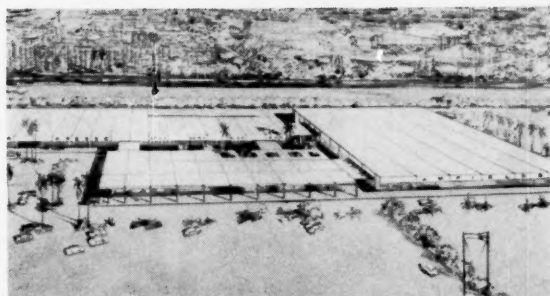
A strictly industrial project here is Lewis Terminals, a 400-acre district served by both the Florida East Coast and Seaboard Railroads and with all utility services.

Philip D. Lewis, president of the organization, told us that 130 acres of the district are now under direct development, and several companies already have located facilities here.

"This project was a long time in planning," Mr. Lewis said, "and we were the first to open a planned industrial park here." He added that 1,100 additional acres of land are available for future growth of the park.

Another important development is Palm Beach County Industrial District which has a total of 1,800 acres. The area has been drained, filled and completely developed for plant sites. It is served by good roads and has all utilities. The developers are A. E. and R. F. Raidle, Realtors.

An important aspect of the whole real estate



Construction is underway on a new shopping center, shown in an architect's drawing, in the "city within a city" here called Palm Beach Lakes, a 4,000-acre project being developed by Perini-Westward Developers, Inc. The area includes 520 acres zoned for light industry.



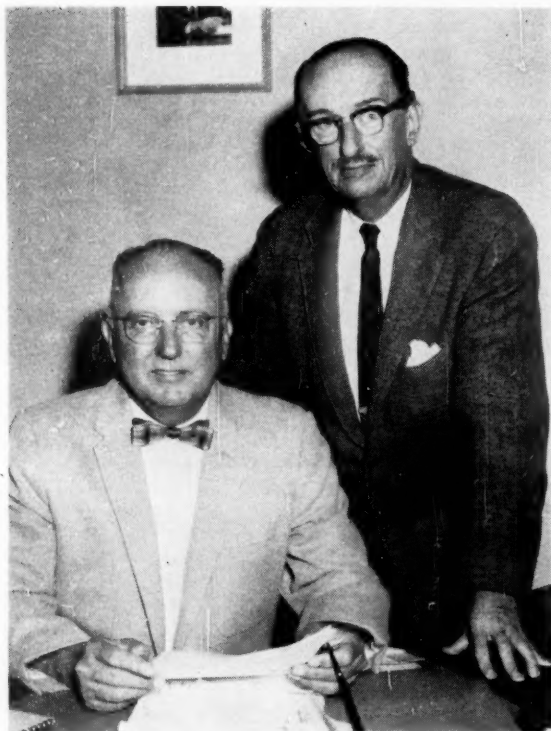
Attractive, very liveable, and functional homes are characteristic of the area of the Palm Beaches. An example is this new home located in Palm Beach Lakes. Ultimately, this new development will contain 10,000 homes.



Outlined in the upper part of the picture is a planned industrial park area here called Lewis Terminals and which contains 400 acres of land. Several companies already have located plants here. The park is convenient to the facilities of the Port of Palm Beach which may be seen in center foreground.



## THE PALM BEACHES



Newly-elected chairman of the West Palm Beach Chamber of Commerce Committee of 100 is J. K. Roberts (seated), president of Florida Public Utilities Company. With him is Edward M. (Ned) Benham, executive secretary of the committee. These men and the other members of the group are spearheading the drive to attract new industry to the area of the Palm Beaches.

This survey of industrial location factors was conducted under the auspices of the West Palm Beach Chamber of Commerce Committee of 100. Inquiries about the West Palm Beach area should be addressed to Committee of 100, attention of E. M. Benham, executive secretary, Chamber of Commerce Building, West Palm Beach, Florida. Copies of this report may be obtained, without charge, from Mr. Benham.

picture in the county is that all of it is covered by well planned zoning codes.

The unincorporated area of the county is covered by zoning regulations which are administered by the Palm Beach County Zoning Commission. The Southern Standard Building Code, National Electrical Code and Palm Beach County Plumbing Code are used under the direction of the Zoning and Building Department.

In addition, each of the 37 communities in the

county has local zoning and building ordinances.

Richard Pilger, director of the industrial information services of the county, explained that the zoning code is designed to promote orderly growth and development in Palm Beach County while protecting the health and general welfare of its citizens.

Important, too, in the land development picture, is the water control program, a fact stressed to us by Art Keil, manager of the Palm Beach County Resources Development Board. The program, being carried out by the Central and Southern Florida Flood Control Project, covers an 18-county area, with Palm Beach County forming the nucleus. The long-range project, which ultimately will cost \$300 million, assures this area as well as the rest of Southern Florida a plentiful supply of fresh water with adequate control of flood waters.

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### Help for Site Seekers

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The sparkplug for growth here is the West Palm Beach Chamber of Commerce Committee of 100, a group of dedicated citizens who are doing a consistent and enthusiastic job of promoting this area and in encouraging industry to locate here.

The newly-elected chairman of the committee is J. K. Roberts, president of Florida Public Utilities Company and a past president of the Chamber. He succeeded Vincent L. Burkhardt, of Arrow Electric Company, who headed the group during the time that several important new projects were located here.

At the time Mr. Roberts was elected, Chamber President Cox named Edward M. (Ned) Benham, manager of the West Palm Beach News Bureau, to be executive secretary for the Committee of 100.

Mr. Cox stressed that through the City Advertising Commission a national advertising campaign will be continued as part of the effort to attract compatible new industry to the city and its environs.

These officers, members of the committee, and personnel at the West Palm Beach Chamber of Commerce of which Charles G. Hays is manager, all stand ready to give you a sunny welcome to the area and are prepared with facts and figures to render all possible aid with site selection and plant location activities.

You also may be assured that, backed up by genial Mayor Percy I. Hopkins, Jr., the city officials here will extend their utmost cooperation in providing community services.





# MANUFACTURERS RECORD

THE INTERNATIONAL SUMMARY OF PLANT LOCATION NEWS

ESTABLISHED 1882 VOLUME 130 NUMBER 2

By Arnett Custer

Among new plants reported this month we found the following to be significant highlights on the industrial development scene.

From Australia came improved coverage of industrial expansion in the "Australia Newsletter." It noted the visit of United States' Department of Commerce representatives during the next two months whereby closer contact between business and industrial leaders can be established. The anti-inflationary program recently presented in Parliament, too, signals a possible increase in Australia's new plant listings.

India's reports show an emphasis on hydro-electric development. Of six plants reported, three are power generating stations. Two of these are planned by the government of Kerala Province. The other plants are planned by the government of Andhra Pradesh.

**DECATUR, ILLINOIS.** A two-city-block area will be covered by Mueller Company's facilities providing an additional 261,000 square feet of floor space. The 789-foot manufacturing and warehouse building, three-story office building and 450-car parking area will cost \$5 million. This valve and fitting manufacturer expects 1963 completion of the project.

**ESSEX, CONNECTICUT.** Cramer Controls Corporation will build a million-dollar-plus plant in the Essex-Old Saybrook area. Peter F. Brophy, president of the precision timing devices firm, emphasized the

wisdom of site-selection along the turnpike. Next July is set as completion date.

**SUNNYVALE, CALIFORNIA.** The Computer Department of General Electric will locate at the International Science Foundation. A \$1.5 million laboratory of 49,000 square-feet will be occupied in December 1961. The new structure allows further expansion of 76,000 square feet. Dr. C. F. Spitzer will head a staff of 150 men; he expects 1970 employment to total 400.

**OTAKE, JAPAN.** Polyethylene will be produced in 1962 by the new firm created by du Pont and Mitsui Petrochemical Industries. Mitsui Polychemicals Company Ltd. will be capitalized at \$18 million. Du Pont will give process information and consulting services on construction and on training of personnel; Mitsui will advise in the area of native manufacturing and personnel recruiting.

The following is a summary of major industrial plants in the United States, Canada, and foreign countries, reported to **INDUSTRIAL DEVELOPMENT** during the month of December, 1960, by industries and industrial development organizations.

Number of employees is indicated by the code: A(Under 25); B(25-100); C(100-250); D(250-1,000); and E(Over 1,000).

## ALABAMA

No Plants Reported.

## ALASKA

No Plants Reported.

## ARIZONA

No Plants Reported.

## ARKANSAS

**Lamar** — Johnson Cnty. Frozen Food Products Inc.; peach proc. Oper. date — Jly, 1961. \$200,000.

**Little Rock** — East Texas Engineering & Mfg. Co. (Subs. Hamlin Products Inc., Lewis Hamlin, Pres.); aluminum portable kitchen grills. In oper. 40,000 sq. ft. \$250,000. (C).

**North Little Rock** — Little Rock Hardboard Co. Inc. (Subs. Kohler-Joa Corp.), Raymond L. Curtis, Mgr.; hardboard. In oper. 155-acre site. 23,000 sq. ft. (B).

**Searcy** — Searcy Steel Co. (Subs. Fort Smith Structural Steel Co.), Ned Becker, Pres. Oper. date — Mar. 1961. 10-acre site. 25,000 sq. ft. (B).

## CALIFORNIA

**Duarte** — Ronson Corp., Harry E. Johnson, V. Pres. Plans announced. 17.5-acre site. 100,000 sq. ft. (D).

**Fontana** — Linde Co. (Div. Union Carbide Corp., Morse G. Dial, Chm.); liquid hydrogen. Oper. date — June 1962. 30-acre site. \$31 million NASA contract.

**Long Beach** — Olympia Enterprises Inc.; aluminum mfg., whse., ofc. In oper. 30,000 sq. ft. \$1.5 million.

**Los Angeles** — Butter-Nut Foods Co.; coffee roasting. Under constr. 80,000 sq. ft. \$2 million.

**Menlo Park** — Consolidated Circuit Corp.; electronics. 22,000 sq. ft.

## NEW PLANTS

**Sacramento** — Proctor & Gamble Mfg. Co.; prepared food mixes. In oper. \$1 million. (C).

**Sunnyvale** — General Electric Co., Computer Dept., Clair C. Lasher, Gen. Mgr.; dev. & res. lab. Oper. date — Dec. 1961. 49,000 sq. ft. \$1.5 million. (C).

**Sylmar** — Bendix Aviation Corp.; electronics. Plans announced. 2.5-acre bldg. \$30 million.

### COLORADO

**Denver** — Carpenter Paper Co., J. Claybrook, Div. Mgr.; paper whse. Oper. date — May 1961. 112,000 sq. ft. \$1 million. (C).

### CONNECTICUT

**Essex-Old Saybrook** — Cramer Controls Corp., Peter F. Brophy, Pres.; precision timing equip. Oper. date — July 1961. \$1 million.

### DELAWARE

No Plants Reported.

### DISTRICT OF COLUMBIA

No Plants Reported.

### FLORIDA

**Jacksonville** — Houston Corp.; hydro-carbon extraction. Oper. date — spring 1962. \$7 million.

### GEORGIA

**Cedartown** — Hermitage Cabinet Co. Purch. (B).

**Dalton** — Star Dye Co. Under constr. 25,000 sq. ft.

**Porter** — Carie Classics Inc.; women's wear. 23,000 sq. ft.

### HAWAII

No Plants Reported.

### IDAHO

No Plants Reported.

### ILLINOIS

**Cicero** — Edwards & Deutch Lithographing Co.; ofc. & whse. In oper. 103,000 sq. ft.

**Chicago** — Buchbinder Bros. Inc.; florists equip. 15,000 sq. ft.

**Chicago** — Conroth Co.; aluminum roll trim. Under constr. 40,000 sq. ft.

**Chicago** — Don Pasquale Foods Inc.; pizza prod. In oper. 10,000 sq. ft.

**Chicago** — Field Paper Box Co. Oper. date — spring 1961. 70,000 sq. ft.

**Chicago** — General Hardware Mfg. Co.; threaded rods, etc. Oper. date — May 1961. 10,000 sq. ft.

**Chicago** — Hahn-Zarov Chem. Co.; Indry, soaps, etc. In oper. 15,000 sq. ft.

**Chicago** — International Paper Co.; corrugated containers. 285,000 sq. ft.

**Chicago** — Metal Trees Corp.; aluminum Christmas trees. 55,000 sq. ft.

**Chicago** — Mid Continent Metal Products Co.; gas burning equip. 85,000 sq. ft.

**Chicago** — Process Gear Co., Inc.; gears. 28,000 sq. ft.

**Chicago** — Quaker Stretcher Co.; housewares. 150,000 sq. ft.

**Chicago** — Rexall Drug & Chem. Co.; polystyrene plastic. Est. \$4-6 million.

**Chicago** — M. Rubens Metals Co.; grading, sorting, etc. 20,000 sq. ft.

**Chicago** — S & C Electric Co.; switchgear. 2-acre site. 33,000 sq. ft.

**Chicago** — Sweetheart Paper Products Co.; cups, straws. 3-acre site. 320,000 sq. ft.

**Chicago** — Towmotor Corp.; trucks. Under constr. 16,000 sq. ft.

**Chicago** — Triangle Container Corp.; corrugated containers. 60,000 sq. ft.

**Chicago** — U.S. Sample Co.; sample books. 23,000 sq. ft.

**Chicago** — Zenith Radio Corp.; radios. 28-acre site. 300,000 sq. ft.

**Decatur** — Mueller Co.; valves & fittings. Oper. date — 1963. 261,000 sq. ft. \$5 million.

## THE TOP TEN

The following ten states ranked highest in new plant announcements as reported to INDUSTRIAL DEVELOPMENT during the six-month period October to January. The figure to the right represents each state's actual six-month total.

1. ILLINOIS	120
2. TEXAS	114
3. PUERTO RICO	86
4. PENNSYLVANIA	85
5. OHIO	72
6. FLORIDA	71
7. CALIFORNIA	66
8. MASSACHUSETTS	61
9. MISSOURI	55
10. NEW JERSEY	

**Elgin** — Elgin Syringe Corp.; injection equip. Under constr. 10,000 sq. ft.

**Forest View** — Weyerhaeuser Co., Borden Carbon Div.; containers. 40,000 sq. ft.

**McHenry** — Rae Motor Corp.; electric motors. Under constr. 20,000 sq. ft.

**Niles** — Dupage Die Casting & Fabricating Co. Inc. Under constr. 13,000 sq. ft.

**Schiller Park** — American Gasket & Rubber Co.; gaskets etc. Under constr. 20,000 sq. ft.

**Wheeling Twp.** — Muntz TV, Floyd G. Dana, Bd. Chm.; ofc. & mfg. Oper. date — June 1961. 85,000 sq. ft. \$1 million.

### INDIANA

**Greenfield** — Roll Coater Inc., Kool Vent Div. Under constr. 60,000 sq. ft. \$1 million.

### IOWA

**Burlington** — General Electric Co., W. P. Hauck, Div. Mgr.; switchgear. Oper. date — spring 1961. 67,000 sq. ft. \$1 million. (C).

**Burlington** — Montgomery Ward, Ajax Div., H. J. Brooks, Plnt. Mgr.; steel fencing & gates. Oper. date — early 1961. 26,800 sq. ft.

**Council Bluffs** — Omaha Grain Elevator Co.; grain storage. Oper. date — spring 1961. \$250,000.

**Grinnell** — Ahrens Mfg. Co., Claude Ahrens, Pres.; metal. Oper. date — spring 1961. 29,000 sq. ft. (B).

**Jefferson** — Ris-Van Inc., Joe Triplett, Plnt. Mgr.; agricultural chem. \$150,000. (A).

**Lake Mills** — Emch Tool & Eng.; gear boxes. Oper. date — early 1961. \$125,000. (B).

**Laurens** — Mefford Industries; hydraulic cylinders. In oper. \$70,000. (B).

**Muscataine** — Thatcher Glass Mfg. Co.; plastic tubes & bottles. Oper. date — summer 1961. 60,000 sq. ft. \$1.2 million. (D).

**Red Oak** — Linn Machine Co.; metal. In oper. 30,000 sq. ft. (B).

**Shenandoah** — Farmaster Products Co.; metal. In oper. 20,000 sq. ft. \$108,000. (B).

### KANSAS

**Ellsworth Cnty.** — Northern Propane; LPG extraction. Under constr. \$9 million.

**Larned** — Kansas Producers Packing Co.; meat. Plans announced. \$20 million. (D).

### KENTUCKY

**Bardstown** — Jonathon Logan Co., Bardstown Mfrs. Inc.; women's sportswear. In oper. (C).

**Berea** — Manning, Maxwell & Moore Inc.; precision pressure gauges. Oper. date — May 1961. (B).

**Frankfort** — General Controls Co.; electronic equip. Plans working. 84-acre site. 200,000 sq. ft. (D).

**Frankfort** — Thomco Inc.; aluminum windows. In oper. \$75,000. (B).

**Gamaliel** — Monroe Carton Co. Inc.; boxes. In oper. \$100,000. (C).

**Putney** — Harlan Hardwood Inc.; rough hardwood lumber. In oper. \$80,000. (B).

### LOUISIANA

**Baton Rouge** — Dravo Corp.; marine repair. Oper. date — late 1961. 38.4-acre site. \$1.5 million. (C).

### MAINE

No Plants Reported.

### MARYLAND

**Anne Arundel Cnty.** — Baltimore Concrete Plank Corp., C. Boyd Ross, Pres.; Pre-cast concrete roofs & floors. Under constr. 55-acre site. 15,500 sq. ft.

**Baltimore** — J. Donahoe Paints Inc., J. Donahoe, Pres.; custom paints. Move — In oper. 11,000 sq. ft.

**Baltimore** — Master Kraft Fixture Co. Inc., Elmer G. Daniels, Pres.; store fixtures. Move — in oper. 17,000 sq. ft.

**Baltimore** — Rayco Paint Mfg. Co. Inc., Hayward Heubeck, Pres.; ind'l. protective coverings. Move — in oper. 20,000 sq. ft.

**Baltimore** — Frank G. Schenuit Rubber Co., Roy C. Neely, Pres.; tires — res. lab. Oper. date — Aug. 1961. 16,000 sq. ft. \$1 million.

**Baltimore** — Southern Beef Co., Herman Rubin, Pres.; meat pkgng. & procsing. 17,000 sq. ft.

**Bethesda** — Airtronics Inc., Jos. E. Butler, Pres. (Subs. Scovill Mfg. Co.); electronic instruments. Oper. date — Mar. 1961. 62,000 sq. ft. (D).

### MASSACHUSETTS

**Auburn** — Dornetree Casket Co.; caskets. Oper. date — Mar. 1961. 15,000 sq. ft. \$100,000. (B).

**Boston** — Minneapolis-Honeywell Regulator Co. EDP Div.; electronic data proc. systems. Plans working. \$Multi-million.

**Brocton** — Puretron Aerosol Co.; plastic prods. Oper. date — May 1961. 53,000 sq. ft. (C).

**Danvers** — Laboratory for Electronics of Boston; electronics. Oper. date — Nov. 1961. 60,000 sq. ft. (D).

**East Longmeadow** — American Saw & Mfg. Co.; saws & files. Oper. date — May 1961. 40,000 sq. ft. \$500,000. (B).

**Framingham** — Harvey-Wells Nucelar Corp.; electronics. Oper. date — Feb. 1961. 15,000 sq. ft. \$120,000. (B).

**Natick** — Sperry & Hutchinson Co.; distr. whse. Oper. date — April 1961. 94,000 sq. ft. (B).

**Waltham** — Baird-Atomic Inc.; electronic prods. Oper. date — Mar. 1961. 40,000 sq. ft. \$700,000. (C).

**West Boylston** — Worcester Valve Co. Inc.; valves. Oper. date — Apr. 1961. 15,000 sq. ft. (B).

### MICHIGAN

**Bay City** — Dow Chemical Co., H. W. Jenner, Pres.; saran. Under constr. 21,000 sq. ft.

**Fenton** — Universal Machine Co., B. G. Jacobs, Pres.; aircraft & missile parts. Under constr. 10,000 sq. ft. (C).

**Freemont** — Speas Co., Martin Ericsson, Pres.; apple proc. Plans announced. 10,000 sq. ft. (B).

**Hillsdale** — Hillsdale Foundry Co., Elgin Saylor, Pres.; foundry. Under constr. 13,000 sq. ft. (B).

**Niles** — Sabre Craft Boat Co., Melvin Krenzler, V. Pres.; boats. Under constr. 39,500 sq. ft. (B).

**South Haven** — Niagara Chem. Co., Ralph Gaines, Reg. Mgr.; chemicals. Plans announced. 17,568 sq. ft.

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**THE SURPRISING  
STATE OF WASHINGTON**



## NEW PLANTS

### MINNESOTA

**Bloomington** — Archer-Daniels-Midland Co.; res. Plans working. 73-acre site. \$1 million.

**Owatonna** — Owatonna Canning Co., Stephen J. Lange, Pres.; canning. Oper. date — Jly. 1961. \$100,000.

**St. Paul** — Webb Publishing Co., R. D. Harmon, Pres.; prntng. & publg. Oper. date — Oct. 1962. 17-acre site. 185,000 sq. ft. \$5 million. (D).

### MISSISSIPPI

**Durant** — Durant Sportswear. Oper. date — Mar. 1961. (D).

**Brandon** — De Witt Hatcheries; chicks. (B).

**Fernwood** — Scottie Craft Boat Co.; boats. In oper. (B).

**Greenville** — Greenville Truck & Body Works; truck bodies. \$25,000. (B).

**Osyka** — Croft Metal Products Inc.; aluminum prods. Plans announced. \$500,000. (C).

### MISSOURI

**Oregon Cnty.** — Greer Springs Co.; charcoal. \$130,000.

### MONTANA

No Plants Reported.

### NEBRASKA

No Plants Reported.

### NEVADA

No Plants Reported.

### NEW HAMPSHIRE

No Plants Reported.

### NEW JERSEY

**Cinnaminson Twp.** — W. W. Crisswell Corp.; filtration containers. Plans announced. 20,000 sq. ft. \$240,000.

**Delanco Twp.** — American Crown Flex Abrasive & Wheel Mfg. Corp. (Subs. Carl

Klingspor Corp., Haeger Germany). Plans announced. 15,000 sq. ft. \$135,000.

**Elizabeth** — Hardboard Fabricators Inc.; perforated hardboard. Plans announced. 5-acre site. 55,000 sq. ft. Same site — Lee-Story Co. (Affl. of Hardboard); distr. cntr. Plans announced. 50,000 sq. ft. \$1 million (both bldgs.)

**Englewood Cliffs** — Volkswagen of America Inc.; natl. hq. Oper. date — Oct. 1961. \$2.5 million.

**Mays Landing** — Wheaton Plastic Co. Under constr. 35-acre site. 122,000 sq. ft.

**Moonachie** — Tech Wire Assoc. Inc. Under constr. 30,000 sq. ft.

**North Brunswick Twp.** — Colorado Fuel & Iron Co. John Roebing's Sons Inc. Div.; o. & whse. Plans announced. 5.5-acre site. 55,000 sq. ft.

**Piscataway** — Jay R. Smith Co.; plumbing fixtures. Plans announced. 12-acre site. 50,000 sq. ft.

**Raritan Twp.** — Lipton Tea Co. Plans working. 110-acre site. 100,000 sq. ft.

**Riverdale** — Passaic Crushed Stone Co. Inc.; concrete pipe. Under constr. 14,400 sq. ft.

**Salem** — Anchor Hocking Glass Co.; o. & whse. Plans announced. \$200,000.

**Sayerville** — National Lead Co.; plastic battery separators. In oper. 21,600 sq. ft.

**Vineland** — Fisher & Porter Co. Plans announced. 22,000 sq. ft.

**Woodbury Heights** — Quigley-Robbins Lumber Co.; o. & whse. Under constr. 250,000 sq. ft.

### NEW MEXICO

**Albuquerque** — Fairbanks-Morse & Co., David Karr, Pres.; electronics. Oper. date — late 1961. (D).

**Carlsbad** — Fournier Airplane; airplanes. (B).

### NEW YORK

**Amsterdam** — Amsterdam Printing & Lithographing Co.; o. & whse. supplies, tax forms. In oper. 80,000 sq. ft. \$500,000 bldg., \$300,000 equip. (C).

**Bronx** — U.S. Components Inc.; electronic connectors. 25,000 sq. ft. (C).

**Elmira** — Winchester Optical Co.; ophthalmic goods. In oper. \$200,000.

**Flushing** — Eutectic Welding Alloys Corp.; welding rods, electrodes & fluxes. In oper. 25,000 sq. ft. \$350,000. (C).

**Holbrook-Isip** — Viewlex Inc.; commercial photographic & military aerial equip. In oper. 60,000 sq. ft. \$200,000 equip. (C).

**Hudson** — Emhart Mfg. Co., V & O Press Div.; machy. & presses. In oper. 30,600 sq. ft. \$200,000. (C).

### NORTH CAROLINA

**Asheville** — Square D Co.; elec. control & distr. prods. (D).

**Charlotte** — Westbury Knitting Co.; sweaters. (D).

**Cherryville** — Houser Mfg. Co.; yarns. (B).

**Durham** — Mike Robers Color Productions Inc.; cards, maps, calendars, etc. (B).

**Elon College** — Burlington Belt Corp.; dress belts. (B).

**Greensboro** — Cleveland Container Co.; spiral wound paper tubes. (B).

**Greensboro** — Computer Business Forms Co.; continuous multi-copy printed forms. (B).

**Greensboro** — Cummings Piedmont Diesel Inc., Neil Beard Jr., Pres.; distr. diesel engines. In oper. 20,000 sq. ft. (B).

**Greensboro** — W. F. Fancourt Co.; textile Finishing Chemicals. (B).

**Hayesville** — Hayesville Mfg. Co.; dresses. (C).

**Hickory** — Bruington Furniture Co.; upholstered furniture. (B).

**Hickory** — Hickory Springs Mfg. Co.; polyether foam. (B).

**High Point** — B-B-S Studios Inc., catalog photography. (B).

**High Point** — Grand Rapids Varnish Corp., Howard C. Lawrence, Pres.; furniture finishes. 20,000 sq. ft. (B).

**High Point** — Kaylyn Inc.; livingroom furniture. (B).

**Jacksonville** — Onslow Garment Industries; contract sewing. (B).

**Kernersville** — Best Wear Mills; hosiery. Over \$100,000. (A).

**Roxboro** — Pepsi Cola Bottling Co.; soft drinks. (B).

**Sanford** — Sanford Furniture Co.; decorative chests. (D).

**Spruce Pine** — Southern Mica Co. of N. C. Inc.; mica reclaiming. Over \$100,000. (A).

**Thomasville** — Welco Furniture Inc.; tables, doll furniture. (B).

**Williamston** — June Day Mfg. Co.; bathing suits. (C).

### NORTH DAKOTA

**Dickinson** — Great Plains Refinery; jet fuel. In oper. \$1.75 million. (B).

**McGregor** — Oil-Chem Corp., Herbert H. Jones, Pres.; natural gas. Oper. date — Apr. 1961. \$4 million. (B).

### OHIO

**Akron** — Lee Motor Products of Akron Inc., Jas. E. Beason, Pres., 427 W. 110th St.; automotive parts. 9-acre site. 18,000 sq. ft. \$150,000.

**Bedford Heights** — World Publishing Co., Ben D. Zevin, Pres., 2231 W. 110th St.; books. Oper. date — June 1961. 30-acre site. 70,000 sq. ft. \$1 million. (A).

**Cincinnati** — General Electric Co., Distribution Assemblies Dept., R. L. Brownlee, Plnt. Mgr.; motor control centers & busway. Move. 27-acre site. 243,000 sq. ft. \$1,800,000.

**Cincinnati** — Frank F. Taylor Co., 2801 Highland Ave.; children's vehicles. 11,000 sq. ft. \$50,000.

**Cleveland** — Alling & Cory Co., Layton G. Fuller, V. Pres., 321 St. Clair Ave.; printing & pkgng. papers. In oper. 4-acre site. 44,000 sq. ft. \$350,000.

**Cleveland** — Mid-West Materials Inc., Harry Loppelman, Gen. Mgr., E. 90th St. 255,000 sq. ft. \$500,000. (B).

**Columbus** — Taytec Corp., 500 Hutton Pl. Under constr. 40,000 sq. ft.

**Hamilton** — General Motors Corp., Fisher Body Div., Jos. A. Kendall, Plnt. Mgr., 4400 Dixie Hwy.; stampings. Oper. date — Sept. 1961. 110-acre site. 214,000 sq. ft. \$10 million.

**Lancaster** — Diamond Power Specialty Corp., Wm. J. Fitzburgh, Pres., P.O. Box 415; valves & pipe fittings. Oper. date — Jly. 1961. 25,000 sq. ft. \$200,000.

**Lorain** — Ferroslog Process Corp., O. B. Parker, Supt., 3220 E. River Rd. Under constr. 24,000 sq. ft. \$750,000. (A).

**Springfield** — David's Gloves Inc., Harry Rittoff, Bd. Chm., 23 W. Pleasant St. gloves. 20,000 sq. ft. \$25,000.

**Waterville** — Johns-Mansville Fiber Glass Inc., T. H. Eaton, V. Pres., River Rd.; fiber glass. 45,000 sq. ft. (B).

### OKLAHOMA

No Plants Reported.

### OREGON

**North Portland** — Tempo Furniture Corp., Carl A. Pagnano, Pres.; upholstered furniture. In oper. 13-acre site. 50,000 sq. ft. (B).

**Ontario** — Colorado Milling & Elevator Co.; feed mill. Plans announced. \$350,000. (B).

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## NEW PLANTS

**Portland** — Austin Bros. Inc., 9310 N.E. Multnomah St.; whse. & ofc. 47,500 sq. ft. \$200,000.

**Portland** — Portland Custom Packers Inc., Wm. Beggs, Pres., 4740 S.E. 25th Ave.; beverage pkgng. In oper. 22,000 sq. ft. \$200,000. (B).

**St. Helens** — Crown Zellerbach Corp.; plywood layup. Oper. date — fall 1961. 125,000 sq. ft. \$2.5 million. (C).

**Westport** — Westport Lumber Co.; saw-mill. Purch. 200-acre site. (B).

### PENNSYLVANIA

**Allentown** — Western Electric Co.; electron tubes, transistors mfg. & res. Oper. date — spring 1962. 140,000 sq. ft. \$3 million. (D).

**Ambridge** — Armco Steel Corp.; seamless steel pipe. Oper. date — Jly. 1962. 520,000 sq. ft. \$17.5 million. (D).

**Avondale** — F & M Scientific Corp. Plans announced. Over \$250,000.

**Franconia** — Keller's Creamery Inc.; creamery prods. Oper. date — Mar. 1961. 17,000 sq. ft. \$109,000. (B).

**Philadelphia** — Amco Aluminum Corp.; aluminum windows, whse. In oper. 45,000 sq. ft. \$110,000. (A).

**Philadelphia** — Edgcomb Steel Co.; steel service cntr. Oper. date — June 1961. 55,000 sq. ft. \$300,000.

**Philadelphia** — Publicker Industries Inc., Simon S. Neuman, Pres.; carbon dioxide gas recovery. Plans working. \$5 million.

**Scranton** — Pall Corp.; fibrous glass & prods. 52,800 sq. ft. \$555,000. (C).

**Willow Grove, Bucks Cnty. Ind. Prk.** — Elco Corp.; electronic components. Oper. date — late 1961. 2.5-acre site. \$1 million. (D).

### PUERTO RICO

**Ceiba** — "Maid N" lingerie Inc.; lingerie. Plans announced. 11,500 sq. ft. \$15,000. (B).

**Guayama** — Mansco International Corp.; men's underwear. Oper. date — Apr. 1961. 11,490 sq. ft. \$40,000. (B).

**Guaynabo** — Ariadne Inc.; women's underwear, sportswear. In oper. 2,332 sq. ft. \$11,500. (B).

**Mayaguez** — Del Monte de Puerto Rico Inc.; canned tuna fish. Plans announced. 100,000 sq. ft. \$800,000. (D).

**Mayaguez** — Raceway Enterprises Ltd. Inc.; wheel alignment & balance automotive tools & equip. 11,461 sq. ft. \$40,000. (B).

**San Jaun** — Colgate-Palmolive (Puerto Rico) Inc.; dental cream. Plans announced. 22,000 sq. ft. \$140,000. (B).

**Santurce** — Caribbean Decorators Services; draperies, bedspreads. In oper. 1,500 sq. ft. \$10,000. (B).

### RHODE ISLAND

**Cranston** — Park Avenue Cement Block Co., Inc., Frank P. Pezza, Sec'y.-Treas., 1350 Park Ave.; concrete blocks. Oper. date — mid-1961. 14,800 sq. ft. \$100,000. (A).

### SOUTH CAROLINA

No Plants Reported.

### SOUTH DAKOTA

No Plants Reported.

### TENNESSEE

**Murfreesboro** — Alton Box Board Co.; corrugated cartons. Oper. date — spring 1961. (B).

### TEXAS

**Amarillo** — Crowe-Guide Cement Co.; concrete block. 18-acre site. \$5 million.

**Arlington** — Felvey Container Corp.,

Jones Felvey Jr., Pres.; containers. In oper. 30,000 sq. ft.

**Dallas** — Cleveland Container Co.; paper cores, cans, etc. In oper. 30,000 sq. ft.

**Dallas** — Sterling Packing & Gasket Co. Inc., Carl L. Fenity, V. Pres.; plastics. In oper. \$250,000.

**Denison** — Pillsbury Mills Inc., K. B. McHaney, Mgr.; refrigerated prods. Plans announced. 120,000 sq. ft. \$2 million.

**Evadale** — East Texas Pulp & Paper Co., R. M. Buckley, Pres.; waste treatment. Oper. date — Jly. 1961. \$300,000.

**Georgetown** — Trans-Mix Concrete Corp., J. E. Motheral, Pres.; premix & gravel proc. In oper. (B).

**Houston** — Crane Hoist Engineers Corp., Geo. Craig, Mgr.; ofc. & mfg. Under constr. 4-acre site. \$175,000.

**Houston** — Production Die Casting & Plating Co.; zinc & alum. dies. Plans announced. \$100,000.

**Houston** — Texas Electric Steel Casting Co.; ofc. & mfg. 10,500 sq. ft. Over \$100,000.

**Houston** — Uvalde Rock Asphalt Co., P. E. Cain, Plnt. Mgr.; steel storage. Under constr. \$100,000.

**Maxwell** — Nagel Mfg. & Supply Co., Jerry Avila, Mgr.; wooden coat hangers. In oper. (B).

**Richardson** — Collins Radio Co. Tex. Div.; electronic navigational equip. Plans announced. 200-acre site. 117,000 sq. ft. \$1.8 million.

**San Angelo** — West Texas Utilities Co.; electric power. Plans announced. \$5 million.

**San Antonio** — Columbia Plastic Corp. of Texas, Morris Jaffe, Pres., 1415 Cherry St.; plastic bowling balls. In oper. (B).

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## NEW PLANTS

### UTAH

No Plants Reported.

### VERMONT

No Plants Reported.

### VIRGINIA

Martinsville — Old Dominion Box Co., Norman McGhee, Gen. Mgr.; boxes. Oper. date — early spring 1961. 20,000 sq. ft.

### WASHINGTON

Bellevue — United Control Corp.; electronics. Under constr. \$1.7 million.

Camas — Nu-Lam Wood Products. In oper. \$500,000.

Kalama — Dow Chem. Co.; phenol. Plans announced. \$5 million.

Kirkland — International Paper Co. Plans announced. 140,000 sq. ft.

Longview — United Pacific Aluminum Co.; alum. reduc. Plans announced. \$10 million.

Shelton — L. R. Smith Hardwood Co.; mill. Under constr. \$400,000.

Tacoma — Concrete Technology Corp., Thos. W. Anderson, Plnt. Offl.; prestressed concrete beams. Under constr. \$250,000. (B).

Tacoma — National Biscuit Co., 4520 S. Adams St.; ofc. & whse. 14,375 sq. ft. Vancouver — McGuire Chem. Co.; distr. cntr. Plans announced. \$350,000.

Wallula — Pennsalt Chem. Corp.; distr. cntr. Plans announced. \$160,000.

### WEST VIRGINIA

No Plants Reported.

### WISCONSIN

Cedarburg — Thermo Products Co.; temperature sensing elements, electronic control panels, etc. In oper. (B).

Fond du Lac — Glen Mfg. Co.; women's clothing. Plans announced. 20,000 sq. ft. (B).

La Crosse — Northern Plastics Corp.; plastic panels. Under constr. 17,000 sq. ft. (B).

Sheboygan — Hayssen Mfg. Co.; weighing equip. Plans announced. 40,000 sq. ft.

Watertown — Old Elm Mills; feed. Under constr. \$140,000.

Whiting — Consolidated Water Power & Paper Co. Plans announced. \$8 million.

Winneconne — Electro-Marine Corp.; marine engine throttles. Constr. date — spring 1961. (C).

### WYOMING

No Plants Reported.

## CANADA

### ALBERTA

Calgary — Vogel Furniture Co. (Div. Never-Sag Upholstery Co. Ltd.); upholstered furniture. In oper. 15,000 sq. ft.

### BRITISH COLUMBIA

Burnaby — Royal City Foods Ltd., Delnor Frozen Foods Div.; frozen fruits & vegetables. Oper. date — 1961 packing season. \$750,000.

Kelowna — Cascade Co-operative Union; food storage. Plans announced. \$132,000.

Revelstoke — City of Revelstoke; electric power. In oper. \$1.25 million.

Vancouver — Canadian Fairbanks-Morse Ltd.; wholesale mach'y. & equip. whse. & repair. Under constr. \$500,000.

Vancouver — Coast Paper Ltd.; wholesale paper, purch. & renov., oper. date — early 1961. \$250,000.

### MANITOBA

Sprague — Columbia Hardboard Co., Fred L. Johnson, Pres.; particle board. Oper. date — early summer 1961. 50,000 sq. ft. \$3 million. (B).

Winkler — Irish Potato Chips Ltd.; potato chips. In oper. \$75,000. (B).

### NEW BRUNSWICK

No Plants Reported.

### NEWFOUNDLAND

No Plants Reported.

## I. D. CALENDAR

### MARCH 6-10, 1961

American Management Association, Fundamentals of financial management for the junior financial executive, Seminar #1279-03, LaSalle Hotel, Chicago, Illinois. Reservations may be made through AMA, Inc., 1515 Broadway, Times Square, New York 36, New York.

### APRIL 9-11, 1961

American Industrial Development Council, 36th Annual Conference, Sheraton-Dallas Hotel, Dallas, Tex.

### APRIL 10-12, 1961

AMA—Developing Areas, Doing Business in the World's Developing Countries: Conditions of Private Enterprise Profitability (Briefing Session 10323-01). Hotel Astor, New York, New York. Reservations: as indicated for March 6-10 meeting, above.

### APRIL 17-19, 1961

AMA—Real Estate: Managing Corporate Real Estate (Workshop 2128-01). Hotel Astor, New York, New York. Reservations: as above.

### APRIL 28-29, 1961

Society for International Development, Annual Meeting, 1725 K St., N. W., Washington 6, D. C.

### APRIL 30-MAY 3, 1961

Chamber of Commerce of the United States, 49th Annual Meeting; Washington, D. C. Reservations: Hotel Reservation Office, 1616 K St., N. W., Washington 6, D. C.

### NOVA SCOTIA

No Plants Reported.

### ONTARIO

Bramalea — Northern Electric Co. Ltd.; telephone equip. Under constr. 68,000 sq. ft. (C).

Burlington — Ontario Stress-Crete; pre-cast cement standards, etc. In oper. 21,000 sq. ft.

Cooksville — Daystrom Ltd. (Subs. Daystrom Inc.); electrical measuring instruments, analog computers, etc. In oper. 22,000 sq. ft.

Milverton — B M V Mfg. Co.; folding chair-cots. Purch. 31,000 sq. ft.

Stratford — A. O. Smith International of Milwaukee; commercial water heaters. Oper. date — spring 1961. 13.5-acre site. 14,000 sq. ft. \$100,000.

Toronto — Amco Products (Canada) Ltd., K. Irving, V. Pres., 407 Adelaide St. W.; chrome restaurant furniture. In oper. 10,000 sq. ft. (A).

Toronto — Canada Vinegars Ltd., 409 Evans Ave.; vinegar & beverages. In oper. 96,000 sq. ft. (B).

Toronto — Dill Mfg. Co. of Canada Ltd. (Subs. Dill Mfg. Co.), J. W. Galway, Mgr.; automotive accessories. In oper. 3-acre site. 28,500 sq. ft.

Toronto — J. Hungerford Smith Co. Ltd., 110 Vulcan St.; ice cream flavorings & syrups. In oper. 50,000 sq. ft.

Toronto — Sonco Steel Products Ltd., 12 Holtby Ave.; steel tubing. Under constr. 35,000 sq. ft.

### PRINCE EDWARD ISLE

No Plants Reported.

### QUEBEC

No Plants Reported.

### SASKATCHEWAN

Saskatoon — Federated Co-operatives Ltd.; animal feed. In oper. 5-acre site. 2 bldgs. — 11,200 sq. ft., 14,400 sq. ft. \$1 million.

Saskatoon — Dominion Tar & Chem. Co. Ltd.; building prods. Purch., in oper. 80,000 sq. ft. \$2.25 million.

Yorkton — Yorkton Concrete Products Ltd.; concrete prods. Under constr. Oper. date — spring 1961. 17-acre site. 13,660 sq. ft. \$200,000.

## FOREIGN

Australia (Dandenong, Victoria) — H. J. Heinz Co. Pty. Ltd., Frank J. Armour, Pres. Heinz Internatl.; adm. & reception cntr. Oper. date — late 1961. \$268,800.

Australia (Shepparton, Victoria) — Campbell Soup Co., Wm. B. Murphy, Pres.; cannery. Oper. date — Sept. 1961. 137-acre site. \$2.24 million.

Australia (Sydney, New South Wales) — Swift & Borden Chem. Co. (Affl. Borden Chem. Co., Augustine R. Marusi, Pres.); formaldehyde. Oper. date — spring 1961. \$250,000.

Egypt — United Arab Republic; pulp. Plans announced. \$6.7 million (DLF).

France (Pierre Benite) — SEUROBOR (Societe Europeene du Bore), jointly owned by Societe D'Electro-Chimie D'Electro Metallurgie et des Acieries Electriques D'Ugine, Rene Perrin, Pres. and American Potash & Chemical Corp., Peter Colefax, Pres.; boric acid. Plans announced. \$2 million.

Ghana — Kaiser Aluminum & Chem. Sales Inc.; aluminum reduction. 30-40% ownership. \$178 million.

Great Britain (Bury St. Edmonds) — Barber-Green Olding & Co. Ltd.; earth-moving mach'y. Plans announced. 70,000 sq. ft.

India (Bayyaram) — Andhra Pradesh Gov't; steel. \$14.7 million.

India (Hyderabad) — Andhra Pradesh Gov't; black sheets, steel castings, etc. \$2.1 million.

India (Hyderabad) — Andhra Pradesh Gov't; sheet glass. \$2.1 million.

India (Iddikki) — Kerala Gov't; hydroelectric. Plans working. \$73.5 million.

India (Kothagudem) — Andhra Pradesh Gov't; thermal generating. Plans working. \$28.9 million.

India (Pamba-Kakkil) — Kerala Gov't; hydroelectric. Plans working. \$50-60 million.

Ireland (Haulbowline, County Cork) — Irish Steel Holdings Ltd. & Gov't; oil-fired furnace, blooming mill, section mill, rolling gear and wire rod mill. Plans announced. \$9.5 million.

Italy (Gela, Sicily) — ANIC-GELA (Subs. ENI); crude oil proc. Plans announced. \$161 million.

Italy (Pieve, Vergonte) — Rumianca, S.p.A.; polyvinyl chloride resins. Oper. date — mid-1962. \$3 million.

Japan (Otake, Hiroshima) — Mitsui Polychemicals Co. Ltd. (jointly owned by Mitsui Petrochemical Ind. Ltd. & E. I. duPont de Nemours & Co.); high-pressure polyethylene. Oper. date — early 1962. \$18 million.

Mexico (Saltillo) — Gov't; zinc refinery. Plans working. \$12 million.

Netherlands — Algemene Kunstzijde Unie N.V. & Pittsburgh Plate Glass International S.A.; fiber glass yarn & roving. Oper. date — 1962. (C).

Singapore — Malayan Textile Mills Ltd.; weaving. \$850,000.

Sweden — Stockholms Superfosfat Fabriks AB; steam-cracking. \$38.7 million.

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# AN INVITATION

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## THE INDUSTRIAL DEVELOPMENT RESEARCH COUNCIL

A NON-PROFIT INTERNATIONAL ORGANIZATION DEVOTED TO THE ADVANCEMENT OF SCIENTIFIC METHODS, TECHNIQUES AND PROCEDURES IN THE FIELD OF INDUSTRIAL EXPANSION PLANNING

There is now being formed a new professional association to be composed of those executives in industry whose duties involve the planning of future expansion, including such fields as site selection, facility planning, real estate management, plant financing, location analysis, community comparison, industrial zoning, and various applications of economic geography. Participation will be strictly limited to staff members of significant industrial firms.

A proposed constitution has been drafted and a provisional board of directors has been assembled from among the most respected men in the field. Applications for charter membership are now being screened, and the charter session will be held early in 1961. Executives who believe they may qualify are invited to request further information from H. McKinley Conway, Jr., Acting Executive Vice President, Industrial Development Research Council, c/o Conway Publications, Inc. Atlanta 19, Georgia.

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DIRECTED BY

Richard Edmonds 1882-1930

Frank Gould 1930-1943

William Beury 1943-1955

McKinley Conway 1956

# MANUFACTURERS RECORD

## (IN REVIEW)



"What Enriches Any Region  
Enriches The Nation"

FEBRUARY 1887

(AS ABSTRACTED MORE THAN 70 YEARS LATER)

BALTIMORE, MD.

### Seeking South American Trade

The merchants of Baltimore were the first of any in the United States to unite in taking action to secure a full share of the advantages offered by the reciprocity treaty with Brazil. The Merchants & Manufacturers Association, immediately after the promulgation of the reciprocity treaty, authorized its committee on foreign commerce to take whatever action was practicable to secure to Baltimore its proportion of the increased business with Brazil that this treaty would certainly create. That committee raised by subscription a fund large enough to cover the expenses of sending to Brazil two men competent to present to the merchants of Rio Janeiro and the four or five other centers of trade in that country the inducements Baltimore had to offer them to enter into commercial and trade relations with her merchants and manufacturers. Mr. William T. Brigham, of Messrs. Brigham, Hopkins & Co., chairman of the committee on foreign commerce, caused to be prepared and translated into Portuguese compact statements of the commercial, manufacturing, religious, educational and social advantages of Baltimore. These are now in the printers' hands, accompanied by fine photogravure pictures illustrating the docks, public buildings, and other objects of interest about which intelligent foreigners would ask information. An edition of 1,000 has been ordered for distribution among Brazilian merchants.

The commissioners appointed to represent Baltimore in Brazil are Capt. O.G.H. Kehrhan and Mr. B. J. Best. The former, by birth a German, is a man of wealth, who for twenty years has resided in South America as the representative of large British interests. He married an American lady and thus became identified with the United States. He was introduced to the committee last spring by Hon. Wm. E. Curtis, of Washington, D. C., the manager in behalf of the Department of State of the Bureau of American Republics. Mr. Best, the associate commissioner, has been known to the merchants of Baltimore for many years as a man of good judgment and the ability to secure the respect and favor of whomsoever he set in following his vocation of salesman. These commissioners have been busy the past ten days in obtaining from merchants and manufacturers in this city samples of goods, catalogues, and such instructions as will enable them to talk understandingly to Brazilian merchants.

Chairman Brigham, in an interview with one of the MANUFACTURERS RECORD staff, said his committee was greatly pleased with the prompt and liberal response made to their call for funds,

and also with the cordial reception of the two commissioners of the merchants and manufacturers of Baltimore. Every business of importance will be represented by them, with such samples of goods, data as to costs of freights and all other details as to create in the minds of the merchants they meet a strong sentiment in favor of Baltimore. They will also carry strong letters of introduction from the Department of State, from the Bureau of American Republics, from the Governor of Maryland, the Mayor of Baltimore, from ex-Governor Jarvis, of North Carolina, who during the last national administration was American minister to Brazil, and from other influential parties.

Mr. Brigham said the commissioners would sail about the last of the month. While their mission was to a large extent an experiment, it was not wholly so. Baltimore had, for years before 1861, a heavy trade with Brazil, principally in exporting flour and importing coffee. This was resumed after the war, and has been an important feature of Baltimore's commerce. In these lines our city stands high in the estimation of Brazilian merchants. The object now is to take advantage of the

broader opportunities afforded by the reciprocity treaty, and to build upon the foundation long since laid a general trade that will benefit every industry in Baltimore.

### BRAZILIAN SHIP BUILDING

The Companhia Nacional de Forjas e Estaleiros, of Rio de Janeiro, Brazil, is a great ship building and construction concern. Heretofore it has purchased its iron and steel of all kinds from England. Since reciprocity between Brazil and the United States has been established it has begun to secure such supplies from this country. Last week 23 cars were loaded with iron buildings by the Berlin Bridge Co., of East Berlin, Conn., to be shipped to Rio for that company's use. The aggregate weight of these 23 cars was nearly 1 million pounds. These iron buildings are for car works to be built by the company. Not only the buildings, but the tools and machinery for the entire equipment will be purchased in this country. One of these days the South will be an extensive shipper of similar constructions to Central and South America ports. A grand thing is reciprocity.

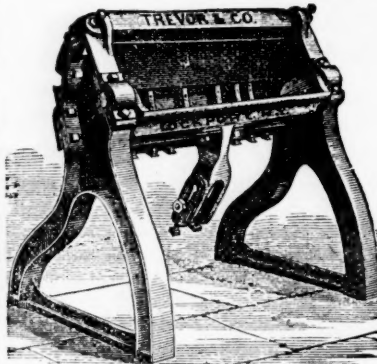
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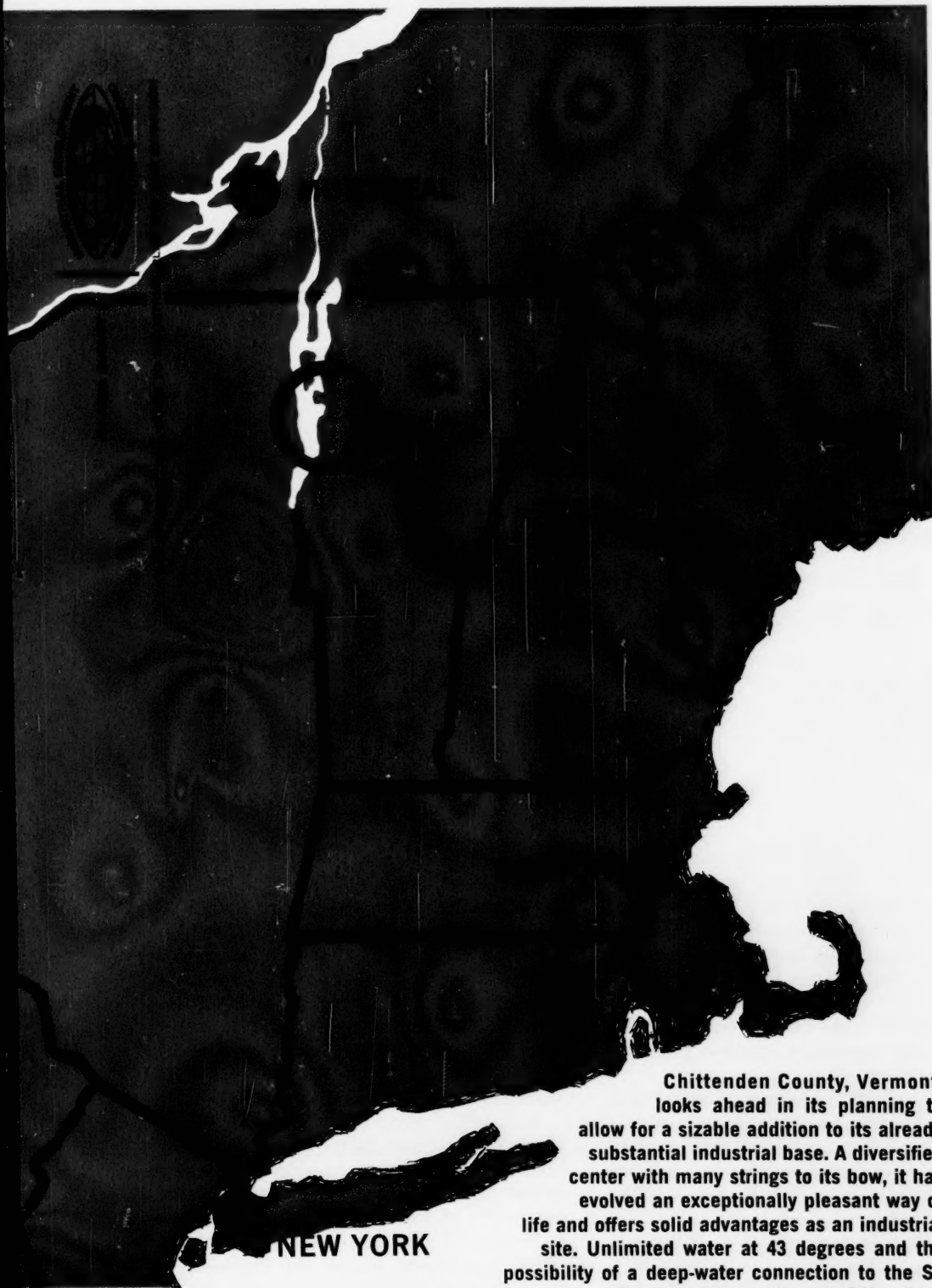
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VERMONT

# GREATER BURLINGTON

Chittenden County, Vermont, looks ahead in its planning to allow for a sizable addition to its already substantial industrial base. A diversified center with many strings to its bow, it has evolved an exceptionally pleasant way of life and offers solid advantages as an industrial site. Unlimited water at 43 degrees and the possibility of a deep-water connection to the St. Lawrence are only part of the story.

# NEW ENGLAND'S GATEWAY

**Chittenden County makes nose cones and maple syrup, trains doctors and engineers, sells insurance, sells sun-tan lotion and ski-wax to vacationers, and finances a large proportion of the growth of northern Vermont. Since IBM took up the area's first speculative building before it was finished some years ago, Burlington has loomed large to site-seekers looking over New England.**

*By Frank H. Stedman*

Rural Vermont is familiar ground to skiing enthusiasts, to parents in search of a summer camp for children, to students looking for a pleasant place to study foreign languages in pleasant surroundings, and to authors looking for a secluded but stimulating place to write books.

Urban Vermont is getting increasing attention as an ideal setting for many types of industry. The Burlington area, containing the state's largest city, is naturally in the forefront.

Unlike the rest of New England, which fronts directly on the Atlantic, most of Vermont is oriented to the St. Lawrence, and Montreal is only 94 miles away. It thus stands to share in the benefits that are expected from a big increase in traffic on the St. Lawrence.

The Burlington area combines the living advantages of rural Vermont with the facilities of a regional capital and a population in the city and

its urbanized fringe of 60,000. Drop in on Burlington and have a look.

Let's assume that you fly in. Before you land you will get a good look up and down the length of Lake Champlain stretched out between the Green Mountains and the Adirondacks and you will note that the city has one of the most attractive sites on the continent. You will also see that the airfield is large and well appointed and has much more traffic than you might have expected for a city of 35,000 people.

You will discover many things that mark the city off from other Eastern cities of this size. The business district, surrounded by five large churches and studded with public buildings, indicates an admixture of wholesaling, insurance activity and government to the usual retailing establishments, while on a nearby hill are the University of Vermont and several large hospitals. On the southern

# TO THE ST. LAWRENCE



Peninsulas, islands, bays and coves alternate with considerable stretches of open water to make Lake Champlain one of the outstandingly beautiful bodies of water of North America. Still largely undeveloped either for industrial or recreational purposes, it has ample space for both.

## BURLINGTON

edge of the city is one large industrial area and others are just across the river in Winooski and in outlying communities.

### New England Growth Area

Chittenden County, which contains Burlington and its neighboring communities, is one of the most vital areas in New England at the present time. Its population has increased more rapidly than that of the nation as a whole for both of the last two decades, as the following tabulation shows:

Area	1940	1950	1960
Chittenden County	52,100	62,570	74,425
Burlington	27,686	33,155	35,531
Winooski	6,036	6,734	7,420
South Burlington Town	1,336	3,279	6,903
Essex Town	3,059	3,931	7,090
Colchester Town	3,031	3,897	4,718
Total Burlington Area	41,148	50,896	61,662
Vermont	359,231	377,747	389,881

	Per cent increase in decade 1940-50	1950-60
United States	14.5	18.6
Vermont	5.2	3.2
Chittenden County	20.1	18.9
Burlington Area	23.7	21.1



Since 1950, nearly all the increase in Vermont has been in Chittenden County, the greater part of it in Burlington, Winooski and the adjacent towns of South Burlington, Essex and Colchester. South Burlington and Essex are growing the most rapidly of all, as a result of suburban overspill, and the area as a whole has many of the characteristics of much larger urban areas.

All elements of the economic base were involved in the recent growth. During the war, Fort Ethan Allen was an important military training area and air base, and Bell Aircraft took over a large textile mill to make aircraft parts. After the war, Bell closed down, but General Electric took over its plant and became the largest manufacturer in the area.

As military activity waned, the postwar surge to the colleges expanded enrollment at the University of Vermont and the other colleges in the area. More recently, there have been a number of new additions to the industrial sector, most notable being IBM. Meanwhile, the retail, wholesale, insurance and government sectors have continued to expand.

### Nearly Two Centuries of Development

This part of Vermont is one of the few sections of New England not settled in Colonial times. Even in southern Vermont, settlement was only beginning in the years before the final defeat of the French, and the fall of Montreal in 1760 opened up a rapid advance northward. Even so, another 20 years passed before Chittenden County was settled.

Vermont quickly passed from a phase of rapid growth as the land was being taken up to a phase of much slower growth, punctuated with occasional declines, as the younger sons headed west for new lands to clear. Later on, Vermonters imi-

The largest concentration of industry in the Burlington area is in the southern part of Burlington itself, along the tracks of the Rutland Railroad. General Electric has the multi-story plant in the center with the large addition to the left. In the foreground is the G. S. Blodgett Company, makers of industrial ovens; behind GE are several truck terminals and a printing company.

tated their fellows in eastern New England in starting up mills at favorable power sites. Some of these gave rise to successful businesses, but the long land hauls to the seaboard made it difficult for Vermont to compete.

Among the most successful were the Winooski mills, across the Winooski River from Burlington, which produced cotton and woolen goods for more than a century until closed in the early 1950's.

Farming remained for a long time the mainstay of the state's economy. Following a period when sheep were raised in great numbers and wool was king, most farmers came to specialize in dairying and the state continues to ship vast quantities of fresh milk to New York, Boston and other nearby



urban markets.

Toward the end of the last century, what is now often regarded as the state's largest industry got underway, with the arrival of large numbers of "summer people." Winter sports got underway in a large way in the 'Thirties, and now there are large numbers of out-of-state cars in Vermont at every season.

The period of greatest outmigration from Vermont was over by the Civil War, and the abandoned farms of that era have long since grown up into woodland. For decades now, there has been nothing in Vermont comparable to the farm abandonment and big decreases in rural population that have been so marked in other sections of the country.

This, along with the growth of tourism, probably accounts for the fact that most of the Vermont countryside has a tidy, well-cared-for look which enhances its natural charm. Do not come to Vermont looking for depressed rural areas merely because the Census shows a static or declining population.

Meanwhile, industry and commerce have come to play larger and larger roles in the state's economy but not fast enough to disrupt the pleasant rural and small-town pattern of living. The result is to leave the state largely free from the blemishes associated with haphazard, forced-draft industrialization.

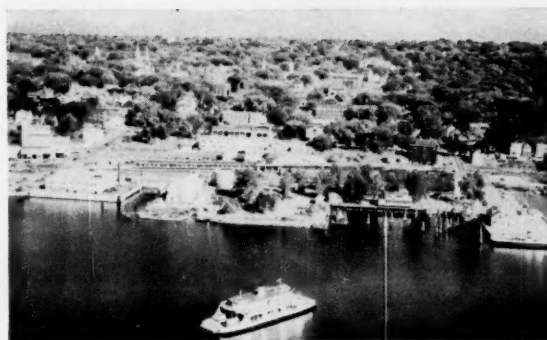
### Lakes, Plains, and Mountains

Chittenden County, although it ranks no better than 12th out of the 14 Vermont counties in area, is a choice part of the state. It occupies the middle portion of the long and fertile Champlain Lowland which borders the lake on the east and is Vermont's chief agricultural section. The county extends eastward into the heart of the Green Mountains, and Mount Mansfield, the highest point in the state, is on the border with Lamoille County.

The Winooski River, largest entirely within the state, rises on the east side of the Green Mountains and cuts through them in a major gap before emptying into Lake Champlain just beyond Burlington. Thus Burlington is the meeting point of the major north-south route along the east side of Lake Champlain with an important south-east-northwest route across the mountains.

### Four-Season Climate

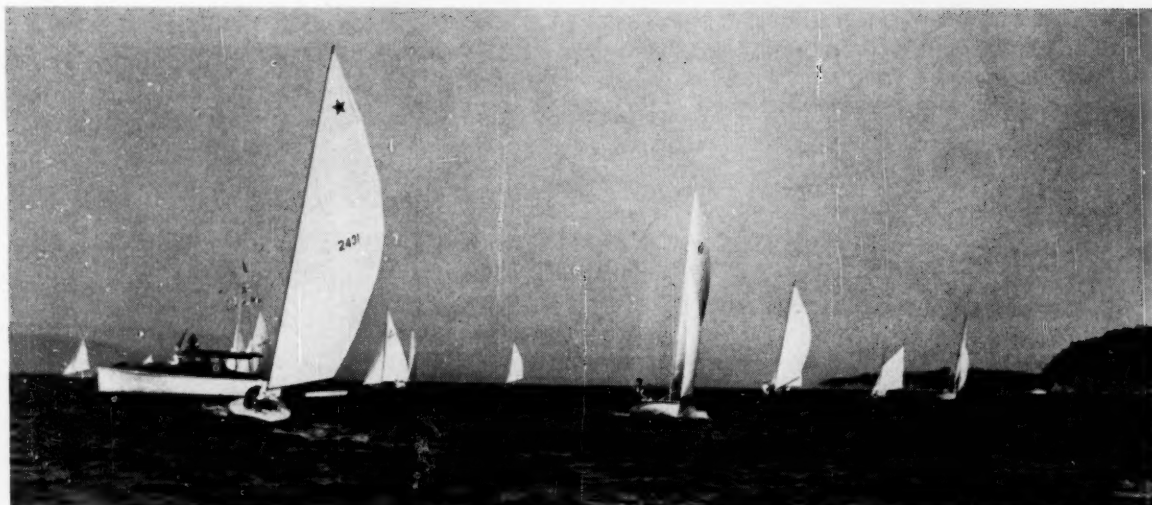
Elevations in the lowland two-thirds of the



Burlington is dominated by trees and church steeples and by the Green Mountains 20 miles inland. Its site is a low but hilly ridge between the lake front and the Winooski River. The car ferry crosses Lake Champlain to Port Kent, New York, 16 miles down the Lake from Plattsburgh.

Thirty miles east of Burlington is Stowe, surrounded by some of the outstanding skiing terrain in Eastern North America. Nearness to Stowe has played a considerable part in attracting some of the business executives now resident in Chittenden County. Perhaps we should also mention that Burlington is a leading medical center, and broken limbs are expertly cared for.





Devotees of Stars and Lightnings pick up where the skiers leave off, give or take a few weeks, and no one has to drive miles of crowded roads to the beach or lake. This is part of the annual "Waterama" event.

county range from 95 feet at the lake to 1,000 feet. The Green Mountains include a number of summits over 4,000 feet — Mount Mansfield being 4,393 feet. Across the lake, the Adirondacks rise to 5,344 feet in Mount Marcy, which is about 45 miles from Burlington.

The low elevation and the effect of the lake combine to make Burlington several degrees warmer in winter than the surrounding highlands and to give it the longest growing season in the state — 159 days. Over a 40-year period, the January mean at Burlington was 19.0 degrees and the July mean was 69.4. The 32 inches of precipitation at Burlington is the least for any point in New England, but the mountains get 50 inches or more.

Although Burlington has a good deal of cloudy weather, fog is rare and the airport has a remarkable record for remaining open when others are closed down for poor visibility. Visual landings are possible 91.5 per cent of the time and instrument landings 6.0 per cent, while the airport is closed only 2.5 per cent of the time.

Winter snow is a carefully watched asset to the area since the great development of winter sports. Just over the county line, on the eastern slope of Mount Mansfield, is Stowe — one of New England's outstanding ski resorts.

Abundant equipment and skilled and timely operations by snow removal crews keep Vermont's roads open as a matter of course; the disruption often associated with heavy snowfalls farther

south almost never occurs here. Plants and schools operate without interruption, and Vermonters read with ill-concealed amusement of the plight of Washingtonians, for example, floundering in a six-inch fall. The Vermont Transit Company, according to President Robert F. Thompson, has fewer interruptions of service than companies as far south as Virginia.

### Lake Champlain to the Sea

The Champlain Lowland is part of a continuous lowland extending all the way from New York to Montreal. The lake drains northward via the Richelieu River to the St. Lawrence below Montreal. Southward a low divide separates the southern end of the lake from the Hudson Valley.

Some water traffic — carrying mainly Canadian pulp and paper — follows the Richelieu-Champlain route, but the existing canal around an obstruction in the river limits vessels using the route to a six-foot draft and a 20-foot beam. Substantially more traffic, mainly oil barges coming to Burlington, comes up from the Hudson via the Champlain Canal, part of the New York State Barge Canal System, which can handle boats of 12-foot draft and 40-foot beam up to 300 feet long.

Proposals for improvements along the route have been numerous, but the one currently favored is the Champlain Cut-off, which would involve a new canal of St. Lawrence Seaway standards from Montreal direct to Lake Champlain and a deepening of the Champlain Canal. This would produce a deepwater inside route from Montreal to New York comparable to the Chesapeake-Dela-

ware Canal connecting Baltimore and Philadelphia.

If this project is carried out, Burlington will be on a major through water route instead of on a backwater as at present. Back in the last century, cargoes of lumber from the Ottawa River came down the Ottawa to Montreal and came up the Richelieu to Lake Champlain and Burlington for shipment overland to inland points in southern New England. It is conceivable that Burlington once again might be the landing point for western cargoes destined for inland New England points. This would save a long voyage through the Gulf of St. Lawrence and the open Atlantic around Nova Scotia to Boston or Portland.

### Rails, Highways, and Air Service

Rail transportation is by two lines — the Central of Vermont, which is an adjunct of the Canadian National, and the Rutland Railroad.

The Central of Vermont follows the Champlain Lowland southward from the Canadian border and turns up the Winooski River to cross the Green Mountains and connect with the Boston and Maine at White River Junction. From this point there is service along the Connecticut River to Springfield, New Haven and New York or across southern New Hampshire to Concord and Boston. Passenger service for the Burlington area is provided by the Essex Junction station.

The Rutland, now a freight line, has service northward from Burlington across Lake Champlain and northern New York to Ogdensburg. Its route southward branches at Rutland to make con-

nections via the Delaware and Hudson and New York Central to Albany and New York and via the Boston and Maine to Boston.

The Vermont Transit Company is now the leading passenger carrier in northern New England. It connects Burlington and other Vermont cities with Montreal and Sherbrooke, Quebec, and with Albany, Pittsfield, Springfield, Boston and Portland. Through buses operated jointly with Greyhound run direct to New York in eight hours.

Interstate Highway 89 serving Burlington will follow the general route of the Central of Vermont. It is already completed in the Montpelier area, and construction is underway or about to start for most of the distance westward to Burlington. Completion by 1965 is forecast.

Although there will be no interstate connection directly southward toward New York, excellent and relatively uncrowded Federal and state highways lead 54 miles to Ticonderoga, New York to pick up the Northway to Albany, where a connection is made with the New York Thruway. To the north, Canadian plans call for an expressway to the foot of Lake Champlain to connect with our interstate system.

Five local trucking companies, connecting with three freight forwarders, provide same day service to Albany and Montreal and overnight service to Boston and New York.

Burlington Airport has frequent service to New York and Montreal by Eastern Air Lines and to Boston and Montreal by Northeast Airlines. The

Burlington is the air hub not only for northern Vermont but to a less extent for parts of New York and Quebec. Eastern serves Burlington on New York-Montreal flights and Northeast serves it on Boston-Montreal flights.





## BURLINGTON

municipal airport, which was shared with the Air Force, has three runways, one measuring 10,000 feet, and a modern control tower and administration building.

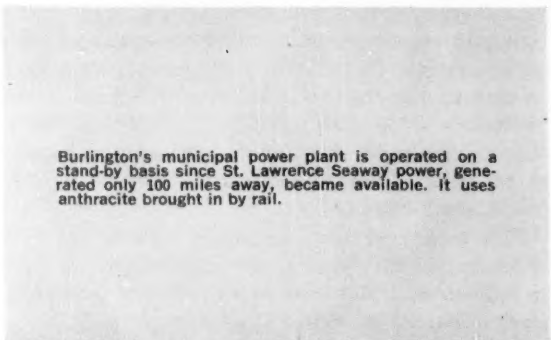
Three ferry routes across Lake Champlain are available from Burlington. The longest water crossing is from Burlington itself to Port Kent, directly across the lake near its widest point. North of the city is a short crossing direct to Plattsburgh from Grand Isle, and to the south is another from Charlotte to Essex.

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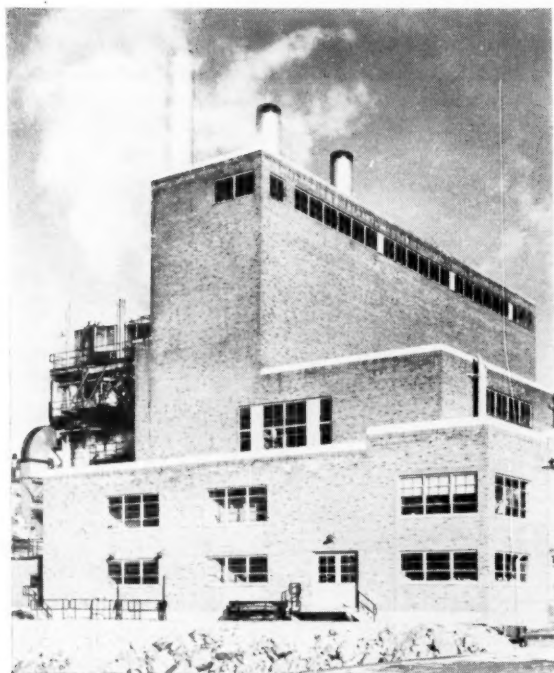
### Expanding Utilities

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Electric power service in the area has been greatly affected by completion of the huge hydroelectric station on the St. Lawrence in association



Burlington's municipal power plant is operated on a stand-by basis since St. Lawrence Seaway power, generated only 100 miles away, became available. It uses anthracite brought in by rail.



with the construction of the Seaway. Both the municipal system in Burlington and the Green Mountain Power Corporation which serves the remainder of the county now rely largely on St. Lawrence power and use their existing facilities for supplementary or standby service. Rates for both now range downward to eight mills per kilowatt hour in excess of 300 kilowatt hours per kilowatt of demand, with still lower rates in prospect.

Green Mountain Power has eight hydroelectric stations of its own on the Winooski River, with a total capacity of 27,000 kilowatts. The Burlington steam plant has a capacity of 30,000 kilowatts.

Green Mountain Power furnishes manufactured gas to Burlington that is rated at 515 B.T.U.'s per cubic foot. Natural gas is not available, but some efforts have been directed toward bringing it into the area. Bottled gas is currently provided outside Burlington. Ample supplies of fuel oil are brought in by barge from Albany and both anthracite and bituminous coal are used to some extent.

Water in practically unlimited quantities at 43 degrees is available from Lake Champlain. Burlington's water system, which has a pumping capacity of six million gallons per day, also serves a large part of South Burlington; Winooski has its own system based on artesian wells and well fields. Several industrial users also have their own wells.

Municipal sewerage service is provided in Burlington and Winooski and several other communities, notably South Burlington, are planning their own systems for areas beyond the reach of existing lines. Other sewage plants to serve Burlington, South Burlington, and Winooski are currently being considered.

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### Future According to Plan

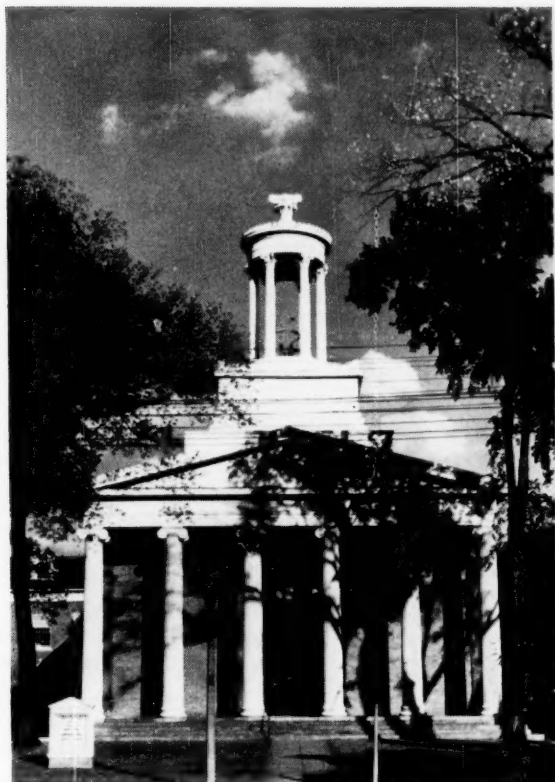
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As population has spread out beyond Burlington and Winooski, so has public realization of the need for planning on a regional basis. The Chittenden County Regional Planning Commission has been established as the focal point for this effort.

One advantage that the area has in planning is the stability and clear definition of responsibility inherent in the New England system of local government by towns of all rural areas, in contrast to the uncertainties of possible annexation and possible separate incorporation that prevail over most of the country.

As far back as 1957, Charles W. Eliot, a well-





One of five distinguished church buildings that surround the business district of Burlington in a sort of horseshoe is the First Congregational Church. Each of these is the leading church of its denomination in the state, and both the Roman Catholic and the Episcopal bishops have diocesan headquarters in Burlington.



The quiet dignity of Burlington's City Hall, facing a park in the center of the city, suggests the stability and strength of the community. The present mayor, James E. Fitzpatrick, is solidly behind efforts to broaden the base of the community and to improve its already good business climate.

South Burlington, which is now receiving a good share of the area growth, is notable for the imaginative architecture of much of the new building. The Community Lutheran Church is an example.





Trinity College, a Catholic women's college in Burlington, has put up a dormitory that is one of the most striking new buildings in the area.

The campus of the University of Vermont, on a hill a few blocks east of the business district, centers on the new chapel and the library. Surrounding it are fine old mansions, many of which are now fraternity houses.



known consultant, was commissioned to prepare a preliminary report on the "Greater Burlington Area," and he has since made recommendations dealing with the location of the Interstate Highway and drawn up a model zoning ordinance for communities in the area.

Meanwhile, Burlington is going ahead with its urban renewal plan for a small area between the lakeside and the business center. Its object will be as much to obtain needed expansion room for the business and civic center as to get rid of decayed housing.

Excellent cooperation has been forthcoming from the community authorities on zoning for industrial purposes, and attractive property has been definitely earmarked for industrial use — in advance of need — in several communities.

### Educational and Cultural Center

The Burlington area has the tremendous advantage, from the standpoint of educational and cultural activity, of the University of Vermont — the largest in the state and growing rapidly. The University is the main center in the state for graduate instruction — mainly at the master's level now, apart from medicine, but with increasing interest in the Ph.D. level as well. The medical school is the only four-year school in northern New England and is fortunate in having two large new hospitals close by.

Industries in the area — notably General Electric — have been quick to take advantage of the university's willingness to set up specialized courses for training purposes. Pre-engineering courses

are also available at St. Michael's, the Catholic men's college in Winooski. Norwich University, 50 miles away in Northfield, is a full-fledged engineering school.

The presence of the University and of St. Michael's and Trinity — the Catholic women's college in Burlington, helps attract a goodly procession of cultural events to the city, many of which are part of the Lane Artists Series.

Below the four-year college level, the area has a junior college specializing in business courses — Champlain College — and a full complement of secondary and elementary schools, many of which occupy new buildings. Trade school facilities are currently available at Burlington's public high school and a considerable expansion is called for in recent proposals of the school board.

### Independent Labor

Labor relations in Chittenden County are conditioned by the fact that a large part of the working force consists of rural people with a strong tradition of self reliance. In the recent nationwide strike of one of the community's chief employers, the union local voted against the strike and over 90 per cent of the workers crossed the picket lines.

Many firms in the area are not unionized and those that are find union leadership reasonable in negotiations. City and state law enforcement agencies have a record of firmness in maintaining law and order in the few disputes that have taken place.

Labor-management relations in the area also reflect the greater personal contact possible in an

area where most firms are small, the total population is not large, and many community organizations draw their membership from the ranks of labor and management alike.

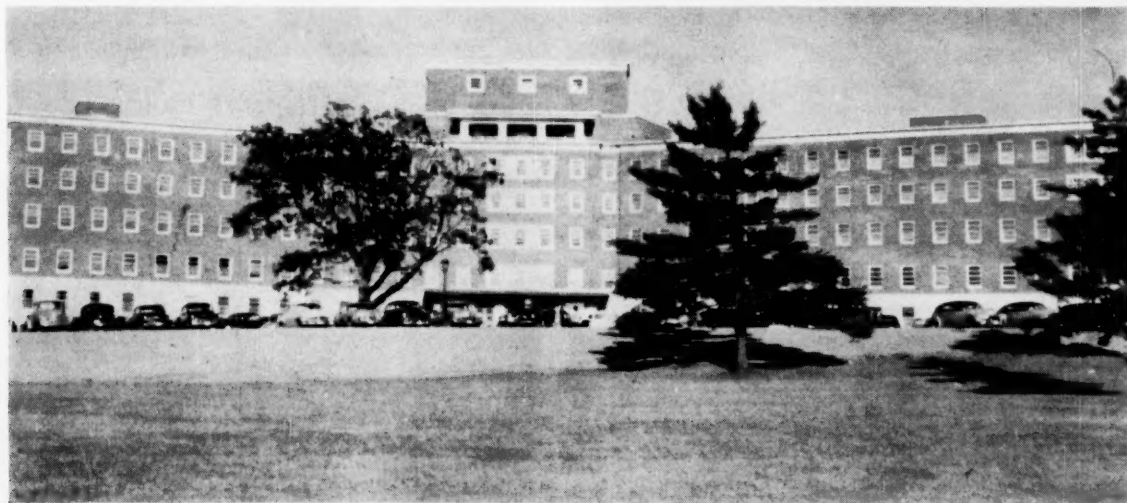
### Newcomers Like the Area

Some firms new to the area were a little hesitant in bringing in outsiders for fear they might not take kindly to an area sometimes regarded as a little off the beaten track and — well, let's face it — somewhat wintry. They soon found that newcomers quickly took to Vermont winter sports and soon became so enamored of the endless possibilities for outdoor living and the freedom from the complexities of modern urban living that they often become ardent boosters for the state.

Even for those who prefer a warm fireside in winter, there is much that is satisfying about life in Vermont. Each season has its glories and there is a vividness and zest to life in Vermont that has made it a favorite with many people who can live where they like — such, for example, are the well-known authors resident in Vermont, like Dorothy Canfield Fisher, Robert Frost, the late Dorothy Thompson, and the state's own scribe, Ralph N. Hill.

An example of the new Vermonter is Gordon Mills, Editor of the Burlington Free Press, a major force in public affairs in Vermont; he is an Oklahoman later resident in Virginia. A large share of management now in the Burlington area is from outside the state and the com-

Burlington's reputation as a medical center is based on the University's medical school and the facilities of two large hospitals. This is the new building of the Mary Fletcher Hospital.



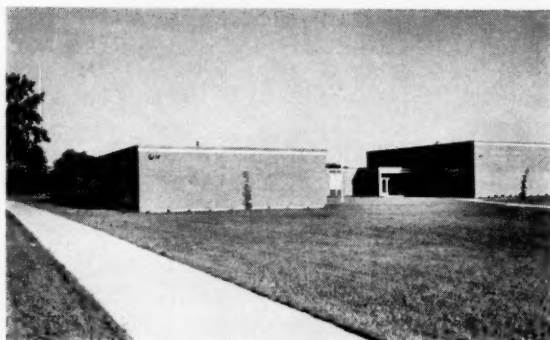
## BURLINGTON



New schools have been built since World War II both in Burlington and in most of the neighboring communities. The Lyman C. Hunt Junior High School in Burlington, shown below, incorporates the auditorium shown above.



Light, air and clean surfaces are characteristic of new elementary schools built in the area, as these interior and exterior views of Burlington's Charles F. Smith School show.





munity is becoming notably cosmopolitan, although there are still plenty of six- and seven-generation Vermonters around.

### GBIC Builds Plant

One of the important drawing cards in Chittenden County in the past few years has been the activities of the Great Burlington Industrial Corporation, formed in January, 1954 prior to the closing of the woolen mills at Winooski. This organization quickly drew unto itself the alert and progressive elements not only in Burlington and Winooski but throughout the county and became the spearhead for community planning and development.

Although a Vermont law allows cities and towns to finance the construction of industrial buildings, GBIC decided to raise its own money by the issuance of debenture bonds bearing 4½ per cent interest over 8 years. Within one week \$250,000 was raised, including outright gifts of \$40,000. The money was turned over to a sister corporation, Cynosure, Incorporated, authorized to put up a speculative building.

Cynosure had barely completed its 39,000-square-foot building in Essex Junction before International Business Machines representatives appeared. IBM ended up by leasing the building, nearly doubling its size, and buying a 200-acre tract, part of it from GBIC. It now has 500 employees in the area with ample room for future expansion.

Meanwhile, GBIC has developed a 40-acre tract in Burlington as a second industrial park. Twelve acres have been sold to the Edlund Company, which has put up its own building, and seven acres are the site of Cynosure's second speculative building, which measures 24,100 square feet and is now available. Southward along the lake in Shelburne, GBIC has 55 more acres of level land, zoned for industry, between the Rutland Railroad and a state highway. GBIC has also optioned 120 acres of land along Malletts Bay in Colchester.

GBIC derives half of its financial support from tax levies voted annually by the cities and towns of Chittenden County. The number of communities contributing to its support has increased to ten from the initial six; much individual support comes from the remaining communities.

Additional industrial land held by private owners is available in several tracts in other towns; one of these is a large area bordering the airport on the southeast.



Cynosure II, the second speculative building of the Greater Burlington Industrial Corporation, has an area of 24,100 square feet on a site of 7 acres in the Burlington Industrial Park. The Rutland Railroad borders the site on the rear, and Lake Champlain is less than half a mile away.

International Business Machines Corporation picked up Cynosure I, the first speculative building of the Greater Burlington Industrial Corporation, before it was finished. With a site of 200 acres available for future expansion, IBM has ample room for ball field, picnic grounds and other facilities for its employees.





Seven miles south of the center of Burlington are 55 acres of almost level land between the Rutland Railroad and Lake Champlain. This tract is held by the Greater Burlington Industrial Corporation as a future industrial park.

### Big and Little Companies at Home

The present industrial structure of the county is headed up by General Electric and IBM, but there is an interesting variety of smaller firms, many of which are either new to the area or have expanded in recent years.

General Electric, with around 1500 employees, is the largest in the area. Since it came to Burlington in 1947, its operations have been mainly concerned with defense work. Its most glamorous item at present is nose cones for the Thor and Atlas missiles, but it also makes safing, arming and fusing mechanisms for the La Crosse and Little John missiles and Vulcan 6-barrel guns for F-104 and F-105 planes.

A recent interest of the plant is in research and development of water demineralization equipment, a field of very great potentiality for the future. The highly technical nature of GE's work in Burlington is an excellent indication both of the local availability of a high-quality labor force and the attractiveness of the area to outside scientific and technical personnel.

IBM produces small terminal equipment business machine components.

Of the smaller companies in the area, the largest are Cellucord Corporation in Winooski, which makes paper yarn, and the E. B. and A. C. Whiting Company, which imports and processes various kinds of brush fibers and extrudes plastic fibers.

Two companies in Burlington showing notable recent growth are the Edlund Company, mentioned above, and the G. S. Blodgett, which has recently expanded its plant. Edlund makes can openers and egg beaters, including commercial types; they are able to compete nation-wide and have a warehouse in Montreal to handle some of the 25 per cent of their product that is exported. Blodgett makes industrial and commercial ovens and gas burners.

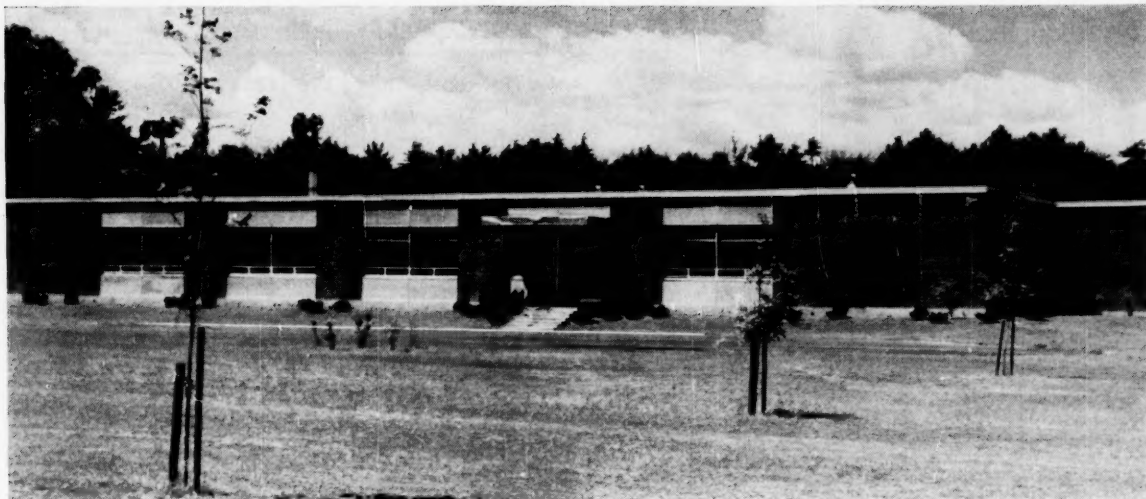
One of the operations recently started up in Winooski is American Super Temperature Wires, a Havig Industries subsidiary making wire for use in missiles and aircraft. Another leading employer in Winooski is Vermont Furniture, makers of solid maple bedroom furniture.

Shelburne is the home of the Shelburne Harbor Ship and Marine Construction Company, who build wooden and steel motor boats and were major wartime employers in the area. Another producer of large metal goods is Vermont Structural Steel of Burlington.

The variety of food-processing firms in Burlington is illustrated by Penick and Ford, makers of Vermont Maid maple syrup; the John McKenzie Packing Company, who use maple sugar to cure hams and bacon; Maltex, a division of Heublein and makers of Maltex and Maypo cereals; and a National Biscuit branch.

There are several printing firms in the area, of which Lane Press is the largest; they do high-grade color work and turn out calendars and magazines. Two firms in the area make the engraved strips of metal foil used to cap liquor bottles.

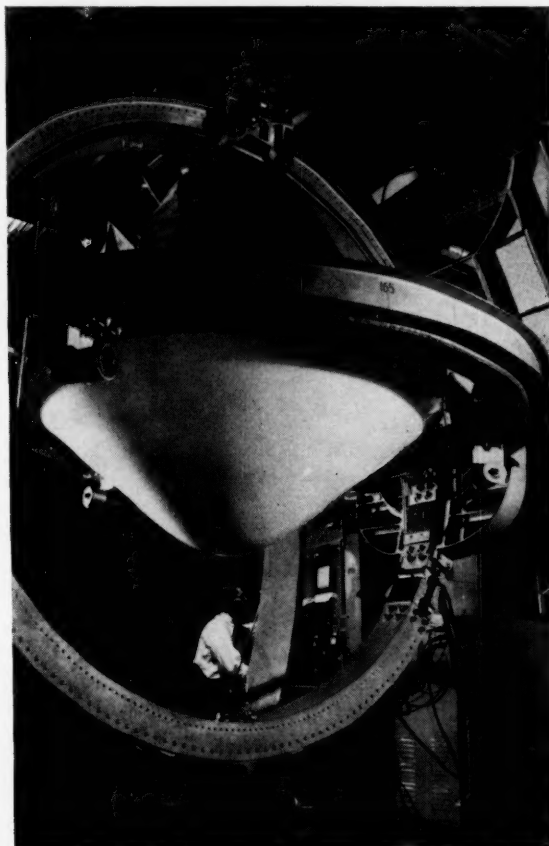
## BURLINGTON



First industry in the Burlington Industrial Park is the Edlund Company, a local firm making can openers and egg beaters. It is directly opposite the speculative building shown at the top of page 13.



One of the newest industries in the area is the Hazelett Strip-Casting Corporation, makers of machinery for casting non-ferrous metals from the original molten state without the necessity of remelting ingots.



Nose cones for Thor and Atlas missiles are a major activity of General Electric's large plant in Burlington. Part of the research on the materials and engineering necessary to solve the re-entry problem were done here.

## BURLINGTON



New construction in the Burlington area has not been confined to industrial and public buildings, as the new home of the Howard National Bank indicates. Local banks have played a leading role in financing industrial expansion in the area.

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**This survey of plant location factors in the Greater Burlington area was conducted by ID/MR under the auspices of the Greater Burlington Industrial Corporation. Reprints are available from Charles D. Townsend, Executive Director of the corporation, which is located at 191 College Street, Burlington, Vermont.**

Although textiles are no longer important in the area, Burlington has Vermont Spool and Bobbin, makers of wooden parts for textile machines. It also has a firm, Tulatex Corporation, which makes rubberized padding and insulation.

Two small new firms are of great interest because of the highly technical nature of their work. One is the Hazelett Strip Casting Corporation in Winooski, developers and makers of machines for the continuous casting of many types of metals, and Ladd Research Industries in Colchester, which has opened a plant to make electron microscope components. For this work they selected an isolated site to be completely free of any vibration.

Another tool maker in the area — a line of great importance elsewhere in Vermont — is Lavalley and Roy in Winooski, who produce metal cutting tools and taps.

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## Local Capital Available

Not least among the factors encouraging industrial expansion in the area is the forward-looking approach of local bankers and other financial groups, notably the Vermont-based insurance companies. All four of the Burlington banks and others in the area participated heavily in the drives to put up the two Cynosure buildings.

William M. Lockwood, President of the Howard National Bank, points out that local banks helped to finance the new buildings for Edlund and Ladd Research, and that they have helped other manufacturers buy machinery and equipment. Local banks and their correspondents also have played a big part in furthering the vacation industry of the area.

State and local taxes are not comparable, tax for tax, with those in neighboring states, but the total tax load is not out of line, despite the small population base supporting the state government. An effort is currently being made to institute a sales tax so as to allow reductions in income and franchise taxes.

Personal expenses are substantially less in the small city and rural atmosphere of Vermont, and many executives find that they make out far better at the same salary than they would be able to do in a high-cost area, even without taking into consideration the non-material rewards of Vermont living.

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## What's Ahead

There is good reason to believe that much of the future development of Chittenden County will be based on its nearness — 94 miles — to Montreal. With improved road connections and the possibility of a direct deep-water channel, there are opportunities for both the American manufacturer seeking contact with the largest Canadian market, and for Canadian manufacturers seeking a nearby base of operations south of the border.

If the Champlain Cut-off proposals come to fruition, the combination of lakefront sites, 43-degree water and access to heavy raw materials would make the Burlington area one of the prime industrial prospects in the Northeast.

Meanwhile, the balanced nature of the community's economy, the quality of Vermont living, and the vast metropolitan markets within 400 miles are solid advantages worth the most serious consideration.



By William R. Ewald, Jr.

One of the great potentials of urban renewal is the creation of modern efficient urban sites for basic employment in manufacturing. As yet, this is largely an underdeveloped potential even though many of the nation's urban centers are in critical need of prime industrial land to hold onto the industry and employment they already have — to say nothing of new employment.

By the beginning of 1960, 24 of the 437 well-advanced Federally-assisted urban renewal projects were exclusively for industrial use. These 24 projects total 472 acres, exclusive of roads and rights of way; about the size of one good industrial district.

There are another 133 projects in which part of the land will be made available for industrial use. These projects will provide 3,527 acres for industrial development. However, only 6 will provide industrial areas of 100 acres or larger. Outstanding among these for its recognition of the need to use urban land intensively is the Kenyon-Barr project in Cincinnati, 160 acres. The other projects are St. Louis' Kosciusko, 131 acres, and Mill Creek Valley, 161 acres; Philadelphia's Eastwick, 800 acres; Chattanooga's West Side Area, 102 acres; and Nashville's East Nashville, 109 acres.

Altogether, industrial reuse is contemplated for 18 percent of the land in the clearance sections of the urban renewal projects which were in advanced planning or execution as of December 1959. The average industrial area created through urban renewal, however, is only 26 acres and that is not considered large enough for proper use as an industrial district for manufacturing purposes.

Why should this be? Have our communities underrated the significance of industry as a wellspring of employment? You wouldn't think this is possible when the Committee for Economic Development reports that there are 11,000 organizations actively promoting economic development.

Perhaps the answer is more likely to be found in the very recent maturing of the urban renewal process, its relatively recent birth, and in the ancestors and parents of

urban renewal.

Urban renewal was born of a line of Federal public housing laws that trace back to the early 30's. Mostly this was Federal aid aimed at clearing slums and rebuilding in their place decent, safe, and sanitary public housing for low income families.

Ultimately it was recognized that public housing alone could not cope with the nation's responsibility for decent housing.

In 1949, the concept of a partnership between the city, the Federal Government, and the private redeveloper was officially born. With it came a broad recognition of a new use of the power of eminent domain.

In this partnership, public participation is in the use of the power of eminent domain, planning and administration, the relocation of families, and the provision of the necessary funds to prepare a site for redevelopment.

A former blighted area is sold for redevelopment at fair value which is usually considerably less than the cost of acquiring, clearing, and preparing the site. In virtually all cases this loss is paid two-thirds by the Federal Government and one-third by the locality. With a site available at fair market value it is possible for private enterprise to carry out the redevelopment.

Current expectations are that where private redevelopment is involved, over \$5 will be spent for every \$1 of Federal capital grant.

Coming from a housing parentage as it did, it was natural for urban renewal to be oriented for use in blighted residential areas and in nonresidential areas that were to be redeveloped primarily for residential purposes.

Also, it took a while to pass and test State legislation to implement the Housing Act. By 1954, 32 states<sup>1</sup> had acquired the necessary authority to use the new urban renewal process in its then limited scope of slum clearance and redevelopment.

The Housing Act of 1954 for the first time allowed 10 percent of the

<sup>1</sup> Plus D. C., Alaska, Hawaii, Puerto Rico, and the Virgin Islands. Today 45 states have the authority to carry out urban renewal; only Idaho, Louisiana, South Carolina, Utah, and Wyoming do not.

## URBAN RENEWAL A Prime Source For Plant Sites

A technical expert in the urban renewal field reviews here some of the progress that has been made and the development potentials which exist in cities where renewal projects are underway.



Author William R. Ewald, Jr., has been since 1959 commissioner for technical standards of the Urban Renewal Administration, HHFA, Washington. He also has served as chief of development for the Arkansas Industrial Development Commission, as assistant manager of New Industry Location, Baltimore Association of Commerce, and with the Detroit City Plan Commission. Prior to these assignments he was with an architectural firm in Bloomfield Hills, Michigan.

## URBAN RENEWAL

Federal grant authorization to be used for clearing predominantly nonresidential areas for industrial, commercial or other nonresidential redevelopment, but only if the area contained a substantial number of living accommodations that needed to be eliminated to promote the public health, safety, and welfare of the locality.

That year also saw clear recognition that the clearance process alone did not cope with the spread of blight. The preventive actions of rehabilitation and conservation of existing property, demonstration grants, urban planning grants, and the program for community improvement (workable program) were written into the law.

But it took the Housing Act of 1959 to authorize the use of Federal urban renewal grants for industrial, commercial, and other nonresidential reuses regardless of whether the area contains any housing initially or finally. This use of the urban renewal process is limited to 20 percent of the total Federal grant authorization in the Housing Act of 1959.

It can be seen from this evolution that in recent years there has been considerable progress in the broadening of urban renewal powers which can serve industrial development purposes. In addition, administrative action has been taken which now makes it possible, within the same 20 percent limitation, to conserve and restore deteriorating industrial or other nonresidential areas that do not warrant clearance.

The Housing Act of 1959 carried yet another important emphasis. It authorized Federal grants for programs to inventory blighting factors and blighted areas and to recommend appropriate urban renewal treatment. These community renewal programs, as they are called, are citywide, covering all land uses, residential and nonresidential. In August 1960, Denver became the first city to receive approval for such a program, since followed by Houston, Trenton, Chester, Chicago, New York City, and Tulsa. Now, as far as Federal requirements are concerned, most of the restraints against the use of urban renewal to foster industrial and commercial

### Urban Renewal Projects Exclusively For Industrial Use (as of the beginning of 1960)

	Locality and Project Name	Industrial Acreage Reuse
Ala.	Fairfield: Commerce St.	36.6
	Huntsville: Winston St.	36.1
	Linden: King St.	2.4
Cal.	Richmond: Galvin Industrial Park	74.1
Conn.	Stanford: East Meadow	6.9
Ga.	Augusta: Walton-Way-Calhoun St.	23.0
	Douglas: Southeastern Project No. 1	6.1
Ill.	Cairo: Area No. 1	2.8
Ind.	Evansville: High St.	26.7
Kan.	Kansas City: Armourdale Industrial Park	39.1
Mass.	Boston: New York Sts.	15.3
	Chelsea: Area No. 1	10.0
Minn.	Duluth: St. Croix	9.7
	St. Paul: Upper Levee Renewal	9.1
N. J.	Camden: Front St.	17.0
	Paterson: Bunker Hill	24.6
	Phillipsburg: Fayette St.	15.1
	Trenton: Sec. 1, Area B (Coalport)	18.2
Pa.	Easton: Canal St.	5.0
	Johnstown: Cambria City, Area B.	18.3
R. I.	Providence: West River	50.8
W. Va.	Wheeling: Center Wheeling	13.2
P. R.	Guaynabo: Sabana	7.0
	Mayaguez: Malecon	5.4

development have been eliminated.

Only one important restriction remains. Note the generally small size of the industrial areas created by the urban renewal process. They are typically too small to be developed for carefully planned and restricted industrial districts for manufacturing purposes.

There are reasons for the small size of these industrial areas. Partially there has been local misinterpretation of what constitutes a manufacturing site as to size. Then there is the high cost of land in the close-in parts of the city where most urban renewal activity has been concentrated. A high price for land puts it beyond the reach of manufacturing as a reuse. Also, there are cases in which the industrial areas are small, simply because they are additions to industrial areas outside of the project boundaries, perhaps to help an existing industry expand. The latter is a very potent use of urban renewal to hold and strengthen the

employers a community already has.

The remaining and fundamental Federal limitation to using urban renewal as a means for creating efficient industrial districts appropriate for manufacturers is in the interpretation of Title I of the Housing Act of 1949 as it applies to the timing of redevelopment once a site has been cleared.

The Housing Act of 1949 specifically requires that the purchaser or lessee of cleared land in an urban renewal project be obligated to begin development within a reasonable period of time. The Urban Renewal Administration interprets this "reasonable period of time" to be the time reasonably required to prepare plans, to arrange for financing and construction contracts, and to get the construction underway.

Neither the law nor its legislative history has defined "a reasonable period of time." Further study should make clear the distinction between a reasonable period of time for the marketing and development of 200 acres of housing compared to 200 acres of industrial property. Up until now there has been no such distinction. Large-scale modern manufacturing industrial districts with required utilities and rail and highway facilities are not realistically scheduled or developed in the short period typical of the industrial projects which urban renewal is providing to date. Actually these projects, while zoned industrial, often are, by the nature of their in-close location, usually more appropriate for warehousing and distribution, not for creating basic manufacturing employment. These projects are developed into sites too small and too expensive for most manufacturing operations.

While it behooves us to plan housing projects, and perhaps most commercial projects, with an eye to rapid site acquisition, family relocation, clearance, and redevelopment, a new look needs to be taken into the ramifications of these current policies as to the creation of efficient industrial districts.

The Urban Renewal Administration's position as to the use of urban renewal for creating industrial districts is that current real estate and development practice should prevail insofar as this is possible

within the limits of the statute.

An aspect of Title I which complicates this problem is the requirement that "No provision of this title shall be construed or administered to permit speculation in land holding." This injunction further indicates that land holding was not contemplated by the framers of the statute, but also and more specifically it has operated to prohibit sale of land to a party intending to resell subsequently at a profit to developers. This suggests that even if land holding and deferred construction were authorized by the statute, the anti-speculation provisions of the present statute would require public or at least nonprofit ownership during the holding and promotional period. This represents a severe limitation on the potential development of industrial parks or areas.

In general, the fundamental question raised by the statutory provisions is whether, for the sake of sound and substantial industrial development, it would be in the pub-

lic interest to be able to sell project land to parties who propose to get it redeveloped by others at a profit over a period of time, rather than to proceed to develop it themselves on what would presumably have to be a smaller scale.

While criticism has fallen on city and Federal officials concerning the lag in redevelopment of some housing sites, there is good reason to believe that a city government would not be in the same difficulty if it created prime industrial areas capable of attracting new employment to its community over a long period of time. Even tax loss during the interim is a weak argument against the 500 to 1000 percent tax revenue increase that the developed site can be expected to bring ultimately.

Of course, this assumes a community doesn't promise something it cannot deliver — it should not say it will develop land in three years if it will take 10 to 20.

The urban renewal process has greatly matured. While maintaining its original goals of a decent, safe,

and sanitary living environment for every American family, urban renewal has grown from a purely housing-oriented program into one which now comes close to recognizing all the impacts of the community on the individual.

Only a little fuller understanding of industry's manufacturing requirements and the significance of industrial development to community and family development, is needed to fully realize one of the great potentials of urban renewal — the creation of prime industrial land and the resulting employment opportunities.

In saying this, let us recognize that urban renewal is merely the process that is used by industry, the community, and its citizens. Urban renewal to serve industrial development will be refined and improved and used only as the local development groups and industry choose to refine and improve and use it. Urban renewal has no force for industrial development of its own.

## Redeveloped Areas Offer "Close-In" Locations

Sites being readied for industrial use as the result of urban renewal programs are still relatively few and most of them are not large. Even so, they promise to have an importance far beyond what the number and acreage represent. For most of them have close-in sites and will be associated with attractively rebuilt commercial, civic and residential areas. A high proportion will undoubtedly turn out to be "prestige" locations.

Returns to ID's questionnaire confirm Mr. Ewald's remarks about average size of the tracts now on the market or scheduled for early availability. Of 36 replies, only 4 indicate tracts larger than 100 acres and 6 others describe tracts of from 50 to 100 acres.

This land, however, is prime urban land with all utilities installed. All respondents answering the

question on available services indicate that their tracts have sewerage, water and telephone, all but one has paved streets, and all but three have electricity and gas. In addition, three quarters of them have rail sidings.

Other services normally associated with industrial parks or industrial development corporations are available in some cases — eight of the respondents offer architectural and engineering help, six offer help in construction and four can provide supplemental financing.

The most common restriction on the use of the land is a requirement for off-street parking and loading, which is called for in all but one of the tracts. About two-thirds put limits on the use of signs, require approval of building design and construction, and stipulate the use of set-backs and landscaping. Near-

ly half require screening of outdoor storage.

Of the 21 who responded as to the percentage of the lot that may be built on, 4 indicate no restrictions, 8 allow more than half of the lot to be built on, 4 allow one-half and only 5 limit buildings to less than half of the lot. This seems to suggest that public transportation is expected to do much of the job of bringing employees to work in most cases. Since the majority of tracts are fairly close to city centers, this is what we would expect.

A notable feature of the replies is the universal insistence on control of nuisances. In 17 cases, both zoning and deed covenants are employed, while zoning alone is relied on in 9 cases and deed covenants alone in 8.

In the majority of cases the tracts are zoned "industrial", "light industrial" or "heavy industrial".



## URBAN RENEWAL

Those with other zoning indicated presumably refer to the entire project of which the industrial area is a part.

### The I.D. Survey List

The following list includes all industrial tracts for which questionnaires were returned to our research department. The list is in alphabetical order by states. Each entry gives the name, address and director of the responsible agency, the name and acreage of the tract, the amount of industrial users, the zoning classification and the names of present industrial occupants, if any.

Coded information shows the services available within the tract, the restrictions that apply, and the development services offered by the administering agency. Services in the tracts are coded as follows: A — Architect/engineer, C — Construction, E — Electric power, F — Financing, G — Natural gas, P — Paved streets, R — Rail siding, S — Sewerage, T — Telephone and W — Water.

Restrictions are coded as follows: 1 — Buildings must be set back, with landscaped area in front, 2 — Off-street parking and loading are required, 3 — Building design and construction are controlled, 4 — Outdoor storage must be screened from view, and 5 — Signs are limited as to size, type and number.

The number followed by a percentage sign indicates the proportion of the lot that may be covered by buildings.

Development services offered by the administering agency are coded as follows: (A) Assisting communities in organizing development programs at the local level, (b) Conducting research on assets and resources of the area, (c) Advertising projects and soliciting industrial inquiries, (d) Responding to inquiries and assisting prospects in actual site studies, (e) Assisting in obtaining sources of finance for plant location, (f) Advertising in national periodicals, (g) Preparing and mailing brochures, handling direct mail programs, (h) Setting up or helping set up planning and zoning programs, and (i) Purchasing research studies or retaining consultants to study area potential.

## ALABAMA

**Greater Gadsden Housing Authority, Gadsden.** North Fifth Street Project. W. B. Mills, Jr., Executive Director, P. O. Box 970, Gadsden. There is no land now available but will be in early 1961. Total redevelopment project consists of 56 acres, 6.5 acres of which are for industrial use. The project is zoned I-1. Services, E, G, P, R, S, T, W. Restrictions, 1, 2, 3, 66%, zoning and deed covenants. Agency development activities and specific techniques, (a) through (i).

**Housing Authority of the City of Huntsville.** West Clinton Street and Winston Street Projects. Nathan F. S. Porter, Executive Director, 100 Seminole Drive, S.W., Huntsville. Land is now available in both projects. Sixty five acres are set aside for industrial use. No land has been sold in the Winston project but 70 percent of the land available for industrial use in the West Clinton project has been sold. The projects are zoned for light industry. Services, E, G, P, R, S, T, W. Restrictions, all except 4, 25%, zoning and deed covenants. Agency development activities and specific techniques, (a), (c), (d), (h). Facilities already in operation are a shopping center, 924,342 sq. ft., Spur Oil Co., 17,250 sq. ft.

**Mobile Housing Board, Mobile.** Broad Street to Beauregard Street Connection. James Alexander, Executive Director, P. O. Box 1354, Mobile. Land is now available in the project which consists of 45 acres. Thirty percent of this land is available for industrial use and 30 percent of the industrial property has been sold. The project is zoned for commercial and light industry. Services, A, C, E, G, P, S, T, W. Restrictions, 1 through 5, 33%, zoning and deed covenants. Agency development (a) through (i).

**The Housing Authority of the City of Montgomery.** North Montgomery Project. Charles P. Rogers, Executive Director, 1020 Bell Street, Montgomery. The entire project contains 52 acres of which 40 acres are for industrial use. Land is now available. Five percent of the industrial land has been sold. The project is zoned for heavy industry. Services, "package." Restrictions, 1, 2, 5, 50%, zoning and deed covenants. Agency development activities and specific techniques, (c), (d), (g), (h). Already located in the project are Alaga Syrup Co., W & W Pickle Co., Hendrix Tractor Co., Standard Brands, Inc., Kayo Oil Co.

## ARKANSAS

**Housing Authority of the City of Little Rock.** Granite Mountain. Dowell Naylor, Executive Director, 121 East 2nd Street, Little Rock. Land is now available in the 102-acre project. None of the 56 percent set aside for industrial use has been sold. It is zoned for light industry. Services, E, G, P, R, S, T, W. Restrictions, 1, 2, 4, 66%, deed covenants.

**Housing Authority of the City of Little Rock.** Livestock Show Area. The project consists of 80 acres and land is now available. There are 5 acres for industrial use, none of which has been sold. The project is zoned for light industry. Services, E, G, S, T, W. Restrictions, 1, 2, 4, 66%, deed covenants.

**Housing Authority of the City of Texarkana.** Hobo Jungle Project. O. J. Mabray, Executive Director, 229 State National Bank Building, Texarkana. Land is now available in this 44-acre project, all of which is for industrial use. No land has yet been sold. Services, all except F. Restrictions, 3, all, zoning. Agency development activities and specific techniques, all except (f).

## CALIFORNIA

**Redevelopment Agency of the City of San Bernardino.** Meadowbrook Project. Jerome F. Sears, Jr., Executive Director, Room 306, Blackstone Building, San Bernardino. This project consists of 98.5 acres and land is now available. There have been 69 acres set aside for industrial use. None of this land has been sold. The project is zoned C-4, C-M, M-2. Services, E, G, P, K, W, T, W. Restrictions, 1, 2, 3, 5, zoning. Agency development activities and specific techniques, (b), (d), (e), (i). Owner participants located in the project are: San Bernardino Municipal Water Dept., 189,931 sq. ft., Pacific Electric Railway, 37,300 sq. ft., Pacific Telephone and Telegraph Co., 29,731 sq. ft., Atchison, Topeka and Santa Fe Railway, 63,940 sq. ft., Southern California Edison Co., 25,000 sq. ft., Southern California Gas Co., 67,994 sq. ft., Arrowhead Land and Investment Co., 37,125 sq. ft., Coe Machine Co., 28,200 sq. ft., Cohn Plumbing Supplies, 60,750 sq. ft., Cooley Hardware Co., 39,844 sq. ft., Foster Meat Co., 43,177 sq. ft., Fredricks-Hansen Co., 22,360 sq. ft., Hanford Foundry Co., 112,478 sq. ft., La Vergne and Baker, 16,409 sq. ft., National Life and Accident Insurance Co., 13,120 sq. ft., Reliable Bearing Co., 40,500 sq. ft., H. H. Rose, 64,369 sq. ft., San Bernardino Steel and Machine Co., 107,938 sq. ft., J. E. Spain, 29,396 sq. ft., John Suverkrup and Co., 100,695 sq. ft., C. C. Towle, 20,195 sq. ft., M. B. Towle, 15,900 sq. ft.

**Redevelopment Agency of the City of Stockton.** Approved East Stockton Urban Renewal Project. John H. Jacobs, Executive Director, 124 North El Dorado Street, Stockton. Land in this 189-acre tract is not yet available. There will be 28 acres for industrial use. The project is zoned M-2. Services, E, G, P, R, S, T, W. Restrictions, 1 through 5, deed covenants. Agency development activities and specific techniques, (c), (d), (g).

## CONNECTICUT

**Redevelopment Agency, Putnam.** Quinebaug Urban Renewal Project. Michael J. Kopeski, Executive Director, 158 Main Street, Putnam. Seven percent of this 85-acre project has been set aside for industrial use. Land is now available. No land has been sold. The project is zoned for industry. Services, E, P, S, T, W. Restrictions, 1, 2, 5, 30%. Agency development activities and specific techniques, (d), technical assistance for preparation of site plans, (g). Sites have been made available for American Optical Co. and Putnam-Herzl Manufacturing Co.

## GEORGIA

**The Housing Authority of the City of Columbus.** Theo. J. McGee Park. Brown Nicholson, Executive Director, P. O. Box 630, Columbus. Land is not yet available in this 107-acre project but it is expected to be within 3 months. Twenty-one acres are for industrial use. It has been zoned residential, commercial and industrial. Services, E, G, P, R, S, T, W. Restrictions, all except 4, 75%, zoning and deed covenants. Agency development activities and specific techniques, (b), (c), (d), (g), (h), (i).

**Marietta Housing Authority,** Southwest Urban Renewal. H. E. Williams, Executive Director, 204 Wayland Street, Marietta. This project consists of 61 acres and 11 acres will be for industrial use when land is available. Services, E, G, P, R, S, T, W. Restrictions, 1 through 5, zoning and deed covenants.

**Department of Urban Renewal, Savannah.** Broad Street-Canal. Donald E. Nal-smith, Director, P. O. Box 1038, Savannah. Land will be available in this 35 acre



project in March, 1961. Fifteen acres are for industrial use. Services, all except R. Restrictions, all except 1, zoning and deed covenants. Agency development activities and specific techniques, all. Facilities located or under construction in the project are: Slotin & Co., 10,720 sq. ft., Greyhound Bus Terminal, 10,720 sq. ft., Morgan's Inc., 38,690 sq. ft., ABC Furniture Store, 10,720 sq. ft., Dearing Chevrolet Co., 73,392 sq. ft., Kahn & Co., 13,000 sq. ft.

**Valdosta Housing Authority.** W. Crane Avenue Urban Renewal Area. Thomas G. Cranford, Jr., Executive Director, 610 E. Ann Street, Valdosta. Land is available in this 62-acre project. There are 20 acres for industrial use, none of which has been sold. It is zoned for commercial or retail, heavy commercial and light industrial. Services, A, E, G, P, R, S, T, W. Restrictions, 2, 4, 5, deed covenants. Agency development activities and specific techniques, (a), (c), (d), (e), (f), (g).

#### ILLINOIS

**Maywood Public Agency.** Village of Maywood. Jack R. Curns, Director, 601 South 10th Avenue, Maywood. There are 15 acres in this project but no land is available at this time. One acre is for industrial use. Services, none. Restrictions, 2, 4, 5, zoning and deed covenants.

#### KENTUCKY

**The City of Newport Municipal Housing Commission.** Kentucky 2-1 and R-6. Joseph Beggs, Executive Director, 608 Finance Building, Newport. The project contains 50 acres but no land will be available for 5 years. There are 25 acres for industrial use, none of which has been sold. The project is zoned Residence "c." Services, all except F. Restrictions, 1, 2, 3, 40%, zoning. Agency development activities and specific techniques, (a), (b), (c), (d), (e), (g), (h). Businesses located are Newport Acme Steel Corp., Stevens Bros. Manufacturing Co., Crown Distributing Co., Weideman Brewery.

#### MICHIGAN

**City of Battle Creek.** Jewell Street Redevelopment Project. Sam J. Stellbecht, Executive Director, Room 205, City Hall, Battle Creek. Land is available in this 87 acre redevelopment project. There has been 15 percent of the 57 acres available to industry sold. The project is zoned for commercial, light and heavy industry. Services, E, G, P, R, S, T, W. Restrictions, 1, 2, 5, deed covenants. Agency development activities and specific techniques, (c). Industries located in the project include Ralston Purina Co., 110,000 sq. ft., Michigan Carton Co., 59,600 sq. ft.

**Township of Royal Oak.** West Eight Mile Urban Renewal Project. Raymond O. Hatcher, Housing Director, 10340 West Eight Mile Road, Ferndale. This project contains 222 acres and is zoned for light industry. None of the 5 acres for industrial use have been sold. However it is an extension of the Capitol Avenue Industrial District in Oak Park. Services, P, S, T, W. Restrictions, 2, 3, 4, 5, 50%, zoning and deed covenants.

#### MINNESOTA

**Housing and Redevelopment Authority of Duluth.** West Michigan Street Redevelopment Project. O. Richard Humes, Jr., Executive Director, 201 City Hall, Duluth. No land is now available in this 33-acre project but will be in one year. There are 18 acres for industrial use, none of which has been sold. It is zoned for heavy industry. Services, E, G, P, R, S, T, W. Restrictions, all, zoning. Agency development activities and specific techniques, (f), (g), (h), (i).

#### MISSOURI

**Land Clearance for Redevelopment Authority of the City of Kinloch** (HHFA Regional Office, Fort Worth, Texas). Maline Creek. Napoleon Williams, Executive Director, 5739 Carson Road, Kinloch. This 345 acre project is in the planning stage and no land is yet available. There will be 150 acres for industrial use. Services, E, G, P, S, T, W. Restrictions, 1, 2, zoning. **Land Clearance Authority, St. Louis.** Kosciusko Project. C. L. Farris, Executive Director, 2031 Olive Street, St. Louis. This project contains 220 acres of which 125 will be for industrial use. It is zoned industrial. Services, E, G, P, R, S, T, W. Restrictions, 2, 3, 4, 5, deed covenants. Plants located in the project include Monsanto Chemical, Midwest Pipe Co., Loy-Lange Box Co., Bemis Bag Co., Anheuser Busch Brewery.

**Land Clearance Authority, St. Louis.** Mill Creek Valley. This 453-acre redevelopment project includes 112 acres for industrial use, all of which has been sold. Land is available in the remaining acreage. Services, "package." Restrictions, 2, 3, 4, 5, 50%, deed covenants. This agency directs all urban renewal activities which are federally financed.

#### NEW JERSEY

**Housing Authority, City of Camden.** Kaighns Point Area. Raymond J. Osborn, Executive Director, 9th Floor, City Hall, Camden. Land will not be available in this 25 acre project until June, 1961. The total project is for industrial use. Services, E, G, P, R, S, T, W. Restrictions, 2, 3, 4, 60%, zoning. Agency development activities and specific techniques, (a), (c), (d), (f), (g), (h), (i).

#### NEW YORK

**Albany Department of Urban Redevelopment.** North Project. Julian B. Donehue, Director, 104 City Hall, Albany. Land in this project will not be available until 1962. Services at this time, P, R, S, T, W. 60%. Agency development activities and specific techniques, (d), (i).

#### NORTH CAROLINA

**Raleigh Redevelopment Commission.** Smoky Hollow. H. P. Edwards, Executive Director, 505 Odd Fellows Building, Raleigh. This property will not be available until 1963-65. Of the total 49 acres, 33 acres will be for light industrial use. Services, E, G, P, R, S, T, W. Restrictions, 2, deed covenants.

#### OHIO

**Toledo Urban Renewal Agency.** Ironville. James H. Brubaker, Director of Urban Renewal, 565 North Erie, Room 307, Toledo. This project is now in the survey and planning stage. There will be 70 acres, all of which will be for heavy industrial use. Services, G, P, R, S, T, W. Will eventually be "package." Restrictions, 1 through 5, zoning. Agency development activities and specific techniques, all except (h).

#### TENNESSEE

**Chattanooga Housing Authority.** West Side Urban Renewal. Herbert Banks, Executive Director, P. O. Box 988, Chattanooga. Land will be available in this 340-acre project during 1961. It is zoned for light and heavy industry, commercial, residential and public. None of the 99 acres of industrial land have been sold. Services, E, G, P, R, S, T, W. Restrictions, 1, 2, 3, 5, 65-70%, zoning and deed covenants.

**Gallatin Housing Authority.** Town Creek Redevelopment Project. W. S. Chaffin, Jr., Executive Director, 401 North Boyers Street, Gallatin. Land is available

in this 30 acre project. There are 12 acres for industrial use, none of which has been sold. The project is zoned commercial and industrial. Services, E, G, P, R, S, T, W. Restrictions, all, 35%, zoning and deed covenants. Agency development activities and specific techniques, (c), (d), (g). General Tire Sales, Inc., 5,000 sq. ft., is located in the project.

**Memphis Housing Authority.** Jackson Avenue Project. O. L. Ledbetter, Assistant Director, P. O. Box 68, Memphis. Land is not yet available in this 129 acre project but will be during 1961-1962. There will be 33 acres for industrial use, zoned for light industry. Services, E, G, P, R, S, T, W. Restrictions, 1, 2, 3, zoning and deed covenants. Agency development activities and specific techniques, (c), (g).

**Memphis Housing Authority.** Railroad Avenue Project. Land is now available in this 42-acre project. There are 9 acres for industrial use, none of which have been sold. The project is zoned for light industry. Services, E, G, P, R, S, T, W. Restrictions, 1, 2, 3, zoning and deed covenants. Agency development activities and specific techniques, (c), (g).

**The Nashville Housing Authority.** East Nashville Urban Renewal Project. Gerald Gimre, Executive Director, 701 South 6th Street, Nashville. Land will not be available in this project until some time this year. Of the 2052 acres, 308 acres are for clearance and resale. There will be 108 acres for industrial use. Services, E, G, P, R, S, T, W. Restrictions, 1 through 5, 50%, zoning and deed covenants. Agency development activities and specific techniques, (c), (d), (f), (g), (h).

#### VIRGINIA

**Danville Redevelopment and Housing Authority.** Union Street. K. L. Welch, Executive Director, Danville. This 200 acre project will not have land available until 1962. There will be 12 acres for industrial use, zoning M-1. Services, E, G, P, S, T, W. Restrictions, 2, 3, 5, 100%, zoning. Agency development activities and specific techniques, (b), (c), (d), (e), (g), (i).

**Harrisonburg Redevelopment and Housing Authority.** Northeast Harrisonburg Urban Renewal Area. W. E. Ayers, Executive Director, 345 South Main Street, Harrisonburg. Land is available in this 32-acre project, of which 7 acres are for industrial use. It is zoned commercial and industrial. Services, all except R. Restrictions, 1, 2, 3, 4, 80%, zoning and deed covenants. Agency development activities and specific techniques, (a), (b), (c), (d), (e), (f), (g).

**Newport News Redevelopment and Housing Authority.** UR VA-3-1. H. W. Blandford, Executive Director, 741 - 34th Street, Newport News. Land is available in this 45-acre project. One acre of the 7 acres for industrial use has been sold. The project is zoned municipal, industrial, wholesale and retail. Services, E, G, P, R, S, T, W. Restrictions, 2, 3, 5, zoning and deed covenants. Agency development activities and specific techniques, (a), (c), (d), (f), (g), (h), (i). Chesapeake and Ohio Railroad Co., 54,600 sq. ft. is located in the project.

**Richmond Redevelopment and Housing Authority.** 17th Street. Frederic A. Fay, Executive Director, P. O. Box 2-AF, Richmond. Land will not be available until 1962 in this 175-acre project. Of this, 30 acres will be for industrial use. Zoning will be M-1. Services, E, G, P, R, S, T, W. Restrictions, 1, 2, 4, 5, none, zoning. Agency development activities and specific techniques, (b), (c), (d), (f), (g), (i).

## GULF-CARIBBEAN

(Continued from Page 12)

While there is a fair amount of light plane activity down as far as Puerto Rico there is not a great deal beyond here, so we were especially pleased to receive a good weather briefing from the U.S. Weather Bureau in the San Juan tower. This was to be our last contact with U.S. airways facilities for a good many thousand miles and there were to be a number of moments when we would have given a great deal for a little reliable assistance on the ground.

We were now in the rainy season with thunderstorms expected along our route throughout the afternoon — a daily pattern in many areas of the Caribbean — so we planned a takeoff from San Juan immediately after dawn. As the sun rose, we were loading our small Cessna on the ramp directly in front of the beautiful San Juan terminal building, flanked on one side by a Boeing 707 and on the other by a Constellation. While our children got quite a bang out of the interest that we aroused, it should be observed that this treatment, though flattering, is not a bit conducive to getting in and out of a terminal in a hurry.

We understand that facilities are being installed on the ramp here for refueling and servicing light aircraft quickly and conveniently. That will be a distinct improvement! (When we landed at San Juan earlier it took almost three hours to clear customs and make all of the other necessary arrangements for the airplane despite the fact that everyone was very cooperative and excellent English was spoken.)

Here we would like to acknowledge with fervent thanks the assistance given us by Pan American Airways throughout our expedition. Pan American gave us permission to utilize their base facilities and to file flight plans over their

radio network. At every station their personnel were helpful and courteous. In fact, after we discovered that we had left a small suitcase behind in the Dominican Republic, this was put aboard a Pan American flight and dropped off in Puerto Rico for us with no delay whatever. Roberto Landron as well as the base manager Miller in Ciudad Trujillo, were particularly patient and helpful.

Our last contact in San Juan was with an FAA official who casually advised us that a flight farther south in a single-engine airplane was not advised. We soberly filed our flight plan and took off into the rising sun. Soon we were north of Culebra Island about mid-way between Puerto Rico and the Virgin Islands, tuned to the omni station on St. Thomas. This facility provided considerable assurance over a span of a couple of hundred miles of water. While we were strongly tempted, we did not stop in the Virgin Islands but admired their beauty as we flew over. The weather ahead would permit no delay.

Our loneliest over-water hop proved to be that which lay just ahead. Flying at 110 degrees out of St. Thomas we saw no land, although more than 100 miles out we picked up the radio beacon on St. Martin in the Netherlands Antilles. There we overheard an airplane calling someone on the ground asking for the lobster man to get the crates ready. We assumed this is a regular service picking up seafood delicacies for delivery to markets in Puerto Rico and farther north.

Swinging past Saba, St. Christopher, and Nevis, we homed on the beacon at Antigua where we made our first landing in the British West Indies. Before we finished clearing customs the president of the local flying club had hurried out to the strip to give us his official greeting. We were told that the flying club has

four members and one light airplane and obviously makes up in enthusiasm what it lacks in numbers.

Since ours was the first light plane they had seen embarked on such an ambitious jaunt, we were plied with questions about every phase of our operation. We agreed that while there may not be much activity down through the islands today in small airplanes, we think this is something that is going to grow very rapidly. There are strips on most of the principal islands now and others are being built. There seems to be a wide-open opportunity for a string of motels or tourist resorts located near these strips all the way from Puerto Rico to South America. We can think of no more pleasant experience than to make this trip every winter.

### From One Tropic Isle to Another

But we were racing with the weather so we were off Antigua as soon as we refueled and filed a flight plan. Our course was about 176 degrees over Pointe-au-Pitre on Guadalupe in the French West Indies and then over Dominica, where we saw a new strip being built on the southeast shore. Soon we picked up the radio beacon at Fort de France on Martinique and began letting down for Vigie airstrip on St. Lucia.

The approach here is made over a quaint bay and you slide between two sharply-jutting hills to find the end of the airstrip which runs from the beach at an angle back into foothills which rise to some several thousand feet along the backbone of the island. We found St. Lucia is a captivating, movie-version tropic isle.

While your editor arranged to refuel the airplane, the kids walked about 100 yards to the beach where they watched

## "INSTITUTIONAL STRUCTURE"

One of the major obstacles to rapid development in any underdeveloped area is lack of the proper "institutional structure" to carry programs forward. That this deficiency is fast being overcome in the Gulf-Caribbean region is evidenced by the large number of able people who are devoting their efforts to various phases of national and regional advancement. Here are some of those with whom ID's editor met.



Tourist director Rodriguez in Ciudad Trujillo.



Research director Dr. Stern in Guatemala City.



Economist Manuel Bravo in Mexico City.



Engineer Carlo Duran in Guatemala City.

some native children play soccer. Here again we were refueled from 55 gallon drums by hand pump — and we were to see many more such facilities before our trip was complete.

Incidentally, the practice at most of these bases is to make a water test of the fuel before putting it in the tanks. This involves coating a stick with a chemical gelatin, plunging it to the bottom of the drum and then withdrawing it to note any discoloration which would indicate water. The pilot is required to sign a certification that the fuel is satisfactory so that if he later goes into the drink it can't be blamed on bad fuel.

We were also impressed here with the enterprising young West Indian airport overseer whose duties included the handling of customs, air traffic control, refueling, baggage, ticketing for the British West Indies airline which stops here occasionally, and various other assorted duties. We sat across the desk from him in an office while he completed all of our paper work. Then we requested our flight clearance. This, he informed us, would be given to us by radio, whereupon he walked up to the second deck and picked up a transmitter to call us while we boarded our airplane outside to receive his instructions. Everything was very proper — apparently he's heard how it's done at Teterboro.

#### A Tropical Front Off Trinidad

As they say in the travel books, we reluctantly took our leave of St. Lucia and sailed away as the natives waved gaily along the palm-fringed beach. Our course of 210 degrees took us over St. Vincent, where we noted an air strip near Kingstown, and then we homed on the radio beacon at Grenada to the south-southwest. All the while, the clouds were build-

ing up and we were wondering whether we would make it to Trinidad, our destination for the day.

About 60 miles off Trinidad, within range of the Piarco radio beacon, we finally ran out of decent weather and plunged into a tropical front which had moved north unexpectedly. The Piarco tower told us the weather was about 500 feet and 2 miles with breaks to the southwest so we plowed through the driving rain to the vicinity of the old naval station at Port of Spain then swung down the bay to report over the radio beacon inbound to the runway. When we got on the ground it was raining so hard we had to sit in the airplane for awhile before we could make it into the terminal building.

We were rescued from the airplane by E. C. Telfer, an official of the Industrial Development Corporation for Trinidad and Tobago who made a timely arrival with several large umbrellas. With his assistance, we cleared customs in record time and were soon in the Bel Air Hotel which is immediately adjacent to the terminal. This is one of the most convenient spots anywhere for the private pilot: later we were able to park our airplane just outside our room.

The rainy season had arrived in earnest and the downpour did not abate for a moment during the two days we stopped at Trinidad. But this did not keep us from getting a very good insight on development activities in this key part of the British Indies group.

The Bel Air, incidentally, is managed by James R. Smith who came down a couple of years ago from Austin, Texas. He has been successful with the venture because Trinidad is a real crossroads on international air routes. It is halfway between New York and Buenos Aires and has a substantial amount of feeder traf-

fic in tourists going to Tobago. Also, the airline crews change here and the hotel is a very convenient spot for them. Until recently, Piarco was also a major MATS base and the Bel Air profited greatly from their traffic. Too, this is a stop on Pan American's main route from New York to Brasilia.

Smith says that their private and company aircraft traffic has grown very rapidly and now ranges from three to ten airplanes a week. Aircraft come this way, proceeding to Venezuela and other destinations in South America.

Undoubtedly the most unique aspect of Smith's operation is a flat policy prohibiting tipping of his personnel. It's hard to get adjusted to ignoring the bellboy and the waiter but this is an annoyance that offends few patrons.

From the Trinidad and Tobago Industrial Development Corporation, we learned something of the five year development program begun here in 1958. This is an intensified effort which seeks to accelerate progress under the Aid to Pioneer Industries Ordinance of 1950. This is a plan for giving special concessions to those enterprises which are pioneers in various fields. Pioneer industries already successful here include textiles, paints, cement, gin, beer, stout, pharmaceuticals, fertilizers, knitted garments, socks, lingerie, and men and boys neckwear.

Recent additions to the list of pioneer industries are stock feeds, curry powder, drinking straws, macaroni, carbon dioxide, industrial chemicals, cocoa bean processing, the impregnation of lumber with chemicals, manufacture of tin containers, wire nails and staples, metal building components, metal furniture, petroleum refining, boat building, electroplating and various other consumer and industrial products.



Development specialists de la Guardia and Fong in Panama City.



Assn. manager Raudales-Plano in Tegucigalpa.



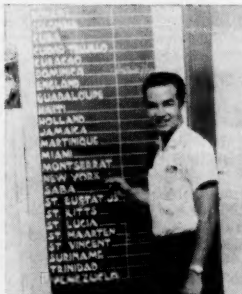
Administrator de Diego, Republic of Panama.



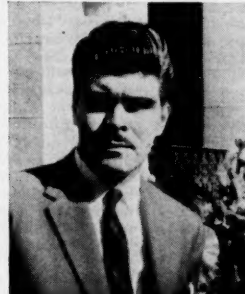
Mario Bermudez, New Orleans International House.



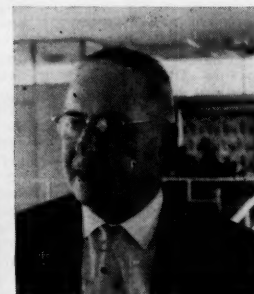
Civil aeronautics director Rosales Abella at Tegucigalpa's airport.



Tourism promoter Wally Chai in Aruba.



Common Market expert Mohr in Guatemala.



Bank manager Obarrio in Panama City.



## GULF-CARIBBEAN

Applications for pioneer status have come from industrial firms throughout the United Kingdom, Canada, the United States, Switzerland, Sweden, Jamaica, British Guiana, and Venezuela. These pioneers enjoy such incentives as duty-free imports, an income tax holiday for five to ten years, and setting off of losses during the tax holiday period against income during the following period. After the pioneer industry has operated for several years and its tax holiday has ended, there are still special benefits such as accelerated depreciation allowances.

We were particularly impressed with the program of the local development organization. It is one of the few in the entire Gulf-Caribbean region which has a research program and a promotional effort similar to those found in the major chambers of commerce here in the United States. The businessman coming here to explore a possible location will find the kind of service to which he is accustomed at home.

Optimism regarding the future of this area was echoed by U. S. Consul Ed Moline when we visited him in his home overlooking the Port of Spain harbor area. The official U.S. representative for a broad territory reaching from the British Virgin Islands in the North down to British Guiana in the South, Moline is a specialist in the petroleum field. He headed the State Department's petroleum division for a year and was involved in important trading relationships in key diplomatic posts in such spots as Geneva and London.

Moline is particularly optimistic about the tourist potential here and quickly agreed with us regarding the opportunity for a string of "airtels" based along the island chain. He also believes there is a big future in the oil and gas industry which already has an important foothold here. He mentioned Texas Company's increased capacity in their local refinery.

At present, gas is largely wasted here and a petrochemical complex may be slow in development. But it is an ultimate possibility.

We visited a number of industrial developments on the island and were impressed with the diversification which already exists. In the Champ Fluor district we saw a box plant, a brewery, a vegetable oil refinery, and several other large installations. We also noted that the Trinidad Hilton is well underway and will undoubtedly increase Trinidad's stature as an international crossroads.

### A Close Look At Venezuela

After a night of sitting enthralled listening to a genuine Trinidad steel band, we were up early for the next leg of our flight to Venezuela. The rain was still falling and when we got in the airplane we found that the 100 percent humidity had so thoroughly permeated everything that our radio had to be dried out before it would function. Our departure also was slightly delayed by a particularly thorough check of our documents. This was done in a most friendly manner but we would certainly not have wanted to discover that we were lacking our pilot's license, our medical certificate, our aircraft registration or any one of the other forms which were required.

Soon we were off again swinging past Tunapuna and then over Port-of-Spain across the Bay of the Dragon toward the Piarra peninsula. Actually it is only about 20 miles from Trinidad to Venezuela at the narrowest point and the scenery, even on a grey morning, is magnificent. In another half an hour we were hugging the

north shore of Venezuela observing a meteorological phenomenon which we understand is commonplace here. Rains were falling all along the shoreline but just a few miles offshore the sun was shining brightly and the weather could not be nicer.

For about 100 miles we flew just offshore and, under the clouds, observed a country which has no roads and which is almost uninhabited. An occasional Indian village on the beach was the only sign of civilization.

Our first real introduction to modern Venezuela came at Carupano on the north shore and then at Cumana where there were considerable signs of port activity. Off to our right was the Isle of Margarita where many Venezuelans go for vacations.

Continuing along the coast, we picked up Barcelona, where there is a modern airport, and then followed the beach another 100 miles to the vicinity of Higuerote where there is a small airstrip. Soon we were in contact with the tower at Maiquetia airport, which serves Caracas.

Incidentally, one of the things we checked was the time it took to clear customs and all the various other government agencies at the different places we stopped. We measured the time from the moment the wheels of the airplane touched the runway until we actually got into a taxi leaving the airport terminal. The best we did anywhere was about half an hour and the worst we did was at Caracas where it was just over three hours.

A great part of the difficulty is that many of the airports have so little private aircraft traffic that they have established no procedures for handling small airplanes—every private plane which lands is a special problem and there are many time-consuming conferences about what forms are to be filled out and what things are to be done.

A few airports have grouped all of these things conveniently so that you can fill out one or two sets of forms and deal with just one official, whereas others shuttle you from one office to another and from one official to another. Many speak no English. In Caracas we were surprised to find that none of the airport personnel with whom we dealt spoke English.

Finally, we cleared all the officials, fueled and parked the airplane, and took the exciting drive into Caracas where we stopped at Hotel Conde. Coping with the vagaries of the local telephone system, soon we were in touch with Alexander Firfer who is the chief advisor here on industrial development. Representing the UN in his present capacity, Firfer received his background in development programs in Puerto Rico.

With his aid, we interviewed Manuel Delgado Rovatti, director of industry in the Ministry of Development (Ministerio de Fomento). Now 32, Rovatti received his basic training in economics at the Central University here and then studied for a year at Columbia University where he majored in international trade.

Commenting on the overall Venezuelan attitude toward industrial development, Rovatti said "We welcome foreign investment and there is no discrimination here against the foreign investor. We recommend that foreign firms go into new, underdeveloped fields rather than to compete with existing enterprises and we like to see foreign groups associate with local interests." Further, he said "We want them to come with a spirit of cooperation with our country."

Rovatti emphasized further that in Venezuela there is no control of exchange—capital has complete mobility. He said the government had made a tremendous effort to cut expenditures to keep the exchange situation stable. He said a comprehensive foreign investment law was being prepared.

His new program shows much promise and it is our prediction that more will be heard from his Ministry. Already, the organization has set up branch offices in Valencia, Barcelona, Maracaibo, and Barquisimeto. It is expected that local industrial output will be doubled within the next few years.

Of course, petroleum has been the mainstay in the Venezuelan economy during the past 25 years. But, a major effort is being made toward diversification and already there has been significant progress.

Iron ore is increasing rapidly as a major export "crop" and manufacturing is rising rapidly. There have also been notable achievements in agriculture and the country is now virtually self-sufficient in such commodities as rice, corn, sisal, tobacco, and sugar.

Another noteworthy effort is the development of the power potential of the Caroni River which flows into the Orinoco. The power potential of this river has been estimated about 8 million kw's. The first 300,000 kw are now harnessed and constructions plans are proceeding to raise this to 1 million in the next few years. Part of this power will be used for a steel plant and other uses are being explored.

While much of the large-scale development is in government hands, there are strong private interests at work here. One group is the Consorcio Para Promociones Industriales, a private organization for promoting industrial development. We were also interested to observe a Caribbean development company selling real estate in the British West Indies. Their brochure on the "True Blue" development on the island of Granada looks just like any south Florida real estate promotion material.

Further insight on the development programs here was given us by Peter Jones, the acting head of the ICA Mission. Coincidentally, we discovered that Jones is retiring shortly and has bought a farm in DeKalb County, Georgia, our home country.

One word of caution to the business visitor here: Bring plenty of dollars! Prices in Caracas are about as high as anywhere in the world. A rather ordinary hotel room may run to \$30 a day and an average meal for a party of four comes to about \$20 without beverages.

### Over Water Again: To Aruba

Getting ready to leave, we were pleased to note that there is a Cessna distributor based at Maiquetia. This is the Salta Company where we were ably assisted by William Norman. He helped check out the airplane, and then, working our way back through the maze of airport bureaucracy, we eventually got our flight clearance and were off on the next leg of our trip. Our clearance required us to find a radio intersection (inappropriately named "Whiskey") some 20 or 30 miles offshore abeam the radio beacon at Puerto Cabello, and to report to Maiquetia on reaching this point. Here again, we had the experience of calling our report in to the ground station but getting no reply.

Assuming all was well, we swung north-west along the Venezuelan coast, encountering increasing thunderstorms. Eventually, we decided to fly out to sea where



the weather was good even though the footing was not so firm. Soon we picked up the omni station at Curacao and our call there brought a quick and efficient reply from a Dutchman who spoke excellent English. We veered over Willemstad, a large and impressive city, and then continued to Aruba, the westernmost island in the Netherlands "ABC" group.

Dropping through heavy clouds, we found rain showers covering most of the island, a condition we later discovered is extremely unusual. In fact, Aruba is like a little chunk of Arizona sitting out in the middle of the Caribbean. The rainfall frequently is less than 10 inches a year and you have to do a really exceptional planning job to arrive during a storm!

Nevertheless the rain was falling as we made our approach to the Princess Beatrix strip and splashed to a landing which brought a "well done" from the tower operator. From the time we taxied up to the terminal building until we had completed customs we received expert and courteous attention! Our family unanimously conferred upon Aruba the award for the quickest and friendliest airport service we encountered throughout the trip.

Discovering that the hotel rooms we had originally booked had been allocated to a traveling female professional football team, we were rerouted to the Hotel Basi Ruti on the beach north of the city. This proved to be a happy arrangement for the Basi Ruti is a delightful spot on one of the most beautiful beaches we have seen.

There is no heavy surf here on the leeward side of the island and the sand is extremely fine-grained and exceptionally white. Small brilliantly-colored tropical fish may be seen in the crystal clear water. It is the sort of spot you don't believe when you see it.

Leaving the family to enjoy this paradise, your hard-working editor went on a tour of the island aided by Wally Chai of the Aruba Tourist Bureau. One of the key people with whom we held discussions was F. J. Tromp, acting director of the Department of Economic Development. Tromp, who came out from Holland recently, outlined some of the plans that have been made to accelerate the economy of the island.

He mentioned exploration of minerals, tourist hotel construction, a jet airport, and a major harbor and construction program. The new port will include an industrial park of several hundred acres and will offer important inducements for new industry.

Already the lures here include a number of tax exemptions plus the obvious benefit of locating in an area with a long history of stable government. Unquestionably, the latter was a major factor in the location here of the world's largest oil refinery, Lago Oil and Transport Company, a subsidiary of Standard Oil of New Jersey. Aruba's location, only a few miles off the north coast of Venezuela, makes it close to Venezuelan crude sources but within the political jurisdiction of the Dutch government. Another noteworthy development here is the world's largest seawater distillation plant (see INDUSTRIAL DEVELOPMENT, September, 1958).

Tromp told us that efforts are being made to have the Netherlands West Indies included in Euromart, an accomplishment which would have vast implications in the future development of this area. Certainly, there is every reason for U.S. investors to keep their eyes on this spot which has shown so much boldness and

imagination in promoting its future progress.

### Snow-Capped Peaks in Colombia

We were pleasantly surprised when we arrived at Princess Beatrix airport for our departure to find that a very good weather analysis had been prepared for us. This was in sharp contrast to most of the other stops we had made where there was little interest in providing such service.

Originally, we had planned to fly from Aruba down to Maracaibo and then across to Barranquilla, Colombia, but numerous thunderstorms and heavy turbulence over the mainland convinced us we would be better off to stay out to sea and parallel the coastline until near Barranquilla.

Therefore, we departed Oranjestad and tracked outbound on their radio beacon until we located "Los Monges" a few barren rocks which break the surface of the sea about 40 miles off the coast of northern Colombia. Having found that check point, we then turned southwest across a vast sparsely-populated peninsula, DeGua-jira, which looked somewhat like Southern New Mexico.

We saw only a few thatched-roof villages for more than 100 miles before noting a rough airstrip at Riohacha and another near Palomino. It was on this hop that we saw from a distance of 80 miles or more a snow-capped peak rising out of tropical forests ahead. This was Santa Marta, an 18,947 foot peak which constitutes the northernmost peak of the range which becomes the Andes farther south. It is truly impressive in this land where it is summer all the time at sea level.

At the base of Santa Marta, on the north shore, we saw many banana plantations, several with their own airstrips. Swinging around the city of Santa Marta we then tuned to the new omni beacon at Barranquilla and were soon on the ground at Soledad airport.

There we found that Jack Snelham, the energetic treasurer of the American and Foreign Power affiliate, Compania Colombiana de Electricidad, had thoughtfully arranged to have an English-speaking Avianca stewardess meet us and shepherd us through the various customs clearances and other formalities.

Even though we arrived on a week day, we found this was another one of those unusual Latin American holidays and most of the business offices were closed. However, we were able, through the good graces of Mr. Snelham and other associates, to meet a cross section of individuals concerned with the development programs here.

One of those key men proved to be Karl Parrish who is president of the Corporacion Civica de Barranquilla, a non-profit development and promotional organization comparable with a committee of 100 or development corporation in the States. Parrish, who is in the real estate business here, is a long-time resident of Colombia. His father came here to mine gold in 1905 and Parrish has lived here since childhood, taking time out to pick up an engineering background at Yale.

According to Parrish, the two top developments in this region at the moment are, first, a free port project on the Magdalena River here, and second, a new gas pipeline which will bring fuel from the recent discovery area 135 miles in the hinterland into Barranquilla.

Another development — admittedly some distance away in time — which would have great impact on Barranquilla would be the long-awaited completion of

the Pan American highway in this area. At present there is no land link between Colombia and Panama, but if and when this section of the highway should be finished, developers here think it would be only reasonable to carry one leg of the road Eastward through Barranquilla and on to Caracas and points along the North coast of South America. The Southern link would of course connect with the capitals of the nations lying along the Pacific coast. Hence, Barranquilla would lie at a juncture of the East-West and North-South routes.

Trunk highways extending West and into the interior have been opened during recent years. However, the great volume of freight still moves on the Magdalena River. During our visit we saw some old Mississippi sternwheelers on the river at Barranquilla.

There is much negotiation at the moment for an automobile assembly plant here. There has been a restriction on the import of foreign vehicles and most of the automobiles you see on the streets are in a sad state of repair. The government has just recently approved the import of some 3,000 taxis — the first new cars to be seen here in about 5 years.

Reportedly, the Skoda Auto Works of Czechoslovakia is ready to invest \$25 million here and there are also reports that a locally sponsored firm, Fabrica Colombiana de Automotores, will begin assembly of Austin vehicles. Thirdly, American Motors is said to have plans for a multi-million dollar plant for assembling Willys jeeps in Bogota.

(During our visit we learned of the difficult straits in which the Compania Colombiana de Electricidad found itself — with rising demand for energy but unable to obtain rate increases to finance construction of new facilities. Subsequently, we have learned that preliminary negotiations have been completed for the sale by this American and Foreign Power subsidiary of its facilities to the Colombian government.)

During a busy afternoon, we paused on the terrace of the comfortable El Prado International to interview Elberto Gonzales-Rubio, who is one of the principals in a leading architectural and engineering firm here. From him we were able to get some impressions of building costs and building practices.

According to Gonzales-Rubio, who studied engineering and in fact was an engineering instructor at Tulane, Georgia Tech and MIT, building costs here are much lower than in the States, although quality of work is admittedly lower.

Insofar as banking is concerned, you find familiar names throughout Latin America. One of the prominent bankers here is W. K. Moyle, manager of the Barranquilla branch of the Royal Bank of Canada. This institution has more than 90 branches and has added 5 in this part of the world in the past year. These include 2 in the Dominican Republic, 2 in Jamaica, and 1 in Granada.

### Ahead: The Most Desolate Stretch

Stowing away our notes on development activities, it was once more time to drag out the charts and plan another leg of our flight. The weather forecast for Panama was good but it was lowering in Barranquilla so we decided to get off as quickly as possible. The leg between Barranquilla and Panama is mostly over water with no satisfactory alternate along much of the route and in a light plane you just don't have any place for mechanical trouble or severe weather.

Departing Barranquilla through a ceiling

## GULF-CARIBBEAN

of about 700 to 800 feet, we were soon on top of the overcast and dodging cumulus billows as we went outbound on the omni station in the direction of Cartagena. Cartagena is a beautiful old city lying some 60 airline miles southwest and it makes a convenient check point for the jump off on the over-water lap to Panama.

(Looking down on Cartagena through a hole in the clouds we regretted greatly not being able to spend a weekend here as urged and invited by Mario Bermudez of the New Orleans International House. This is his home and he painted a glowing picture of the scenic attractions.)

Once the shoreline at Cartagena disappeared behind us, I am sure we had some of the thoughts that a great many of the early aviators had in flying single-engine aircraft over water and uninhabited lands. Off to our left, in thunderstorms, lay the Gulf of Darien and a vast jungle, while to our right was several hundred miles of blue Caribbean. Soon we lost radio contact and were entirely on our own: some sort of zenith in family "togetherness."

While the minutes seemed long, it was little more than an hour before we made a land-fall on the beautiful Panamanian coast and amused ourselves watching the little San Blas Indian villages on the islands which dot the coastline. A few minutes later, we got a nice loud and clear call from Panama radio. That FAA controller sounded like a million dollars! Our ADF approach to the international airport at Tocumen was routine and again we were back in the world of customs, economics, engineering and commerce.

Driving into the city along part of the Pan American highway, we saw familiar U.S. names on virtually every billboard and the effect of long U.S. association was obvious everywhere. The casual U.S. traveler in Latin America will certainly feel more at home in Panama than in almost any other spot.

We were also impressed with the fact that the development program here seems to be following familiar lines. There is an industrial development center in Panama City and a free port development at Colon around which most of the activity occurs.

During our visit, we were guided by Ramon de la Guardia, director of the center and Mario de Diego, general manager of "IFE," the Institute for Economic Development. (Subsequently de la Guardia has been elected to the Senate and has vacated his development post.)

We were quite impressed with the personnel here, all of whom seemed to be well informed, alert and aggressive. De la Guardia, for example, has a background of experience as economist with the Pan American Union in Washington and studied at Georgetown and in Pennsylvania. In the Center, we met Miss Phyllis Fong, an industrial engineer, and ICA advisors Lachlan Mackenzie and William R. Jones. Miss Fong is a graduate of the University of California at Berkeley.

According to de la Guardia, there is major interest here in joint ventures involving Panamanians and U.S. investors. U.S. firms may own 100 percent if desired, but experience has been that selling stock in joint venture here is relatively easy. Panamanians are eager to invest in enterprises which involve U.S. management.

Among factors favorable for investment here by U.S. interests is the large bilingual labor force, much of which has had experience working under U.S. management in the Canal Zone. There is no problem in repatriation of funds — you can cash U.S. checks at the banks here.

Local developers are particularly proud of their program of feasibility studies which are systematically uncovering opportunities for new industries. Very probably you will soon be finding some exotic tropical fruits and juices on your breakfast table as a result of this program.

Also of interest is the free port development which has already attracted a number of significant industries. The manager, Everardo Duque, mentioned as a good example the Schering Drug firm which is already located in the port zone and which is increasing its floor space as a result of its success. This is a distribution point for all of Central America and some of South America.

Another successful case history involves Warner-Lambert, another pharmaceutical firm, which has arranged for large space in the zone. Also moving in is the Gabriel Company, an auto parts distributor from Cleveland.

While Panamanians are not yet sure what the effect of a Central American Common Market would be on their country, they have no doubt that it would focus new interest in the free port development. The free zone, according to Duque, is an ideal location for serving 11 million consumers in 6 countries.

Altogether, the zone had 76 firms by mid-1960 and expects to have 87 in early 1961. There are three plans through which locations are arranged — building and leasing, using existing space, and building for direct sale.

Commenting on the overall objectives of his program, de Diego says "The big thing will be to increase our agricultural output as a base for industries which will process farm products." This thought was echoed by Enrique Obarrio, manager of the National Bank of Panama.

Obarrio told us that he anticipates a great improvement in Panama's position during the coming decade. "In some lines we are already over-produced and can export commodities such as coffee, sugar, corn, and cattle." He stressed that the economic structure of Panama is basically different from other Central American countries.

Another banker, Dudley C. Smith of the Chase Manhattan branch here, told us that Panama has a good corporation law. Among other assets he mentioned that the Balboa here is the same as the U.S. dollar and this greatly facilitates transactions.

Another key spokesman who expressed optimism about Panama's future was T. E. Oglesby, president of Cia. Panamaniana de Fuiza Luz (Panama Power and Light Company). Oglesby told us that his firm has enjoyed an annual growth rate of about 8 percent and this applies not only to the electric energy business but to telephone and gas service which the company provides.

Oglesby is particularly enthusiastic about the potential impact on Panama of completing the major road system. Panama is already well advanced as compared with other countries to the south and, in Oglesby's opinion, can eventually become economically independent with a satisfactory road plan.

Panama Power and Light has already demonstrated interest in an industrial development program and has promoted 2 small industrial tracts. Unfortunately, at the time of our visit their industrial development specialist was ill.

Panama's new president, Robert F. Chiari, who took office October 1, has already asserted that economic development will be an important part of his admin-

istration. Chiari is a well-known business executive reportedly worth some \$4 million and thoroughly cognizant with requirements for economic expansion.

### Rain, Rain, and More Rain

The morning we chose for our departure from Panama was the only occasion during our entire 7,000 mile flight that we were completely stymied by adverse weather. Even though the forecast was doubtful, we had gotten the airplane packed and cleared with the hope that we might be able to get off for Costa Rica. However, heavy torrential rains continued throughout the day with ceilings of about 500 feet and visibility less than 2 miles. We spent the better part of the day at Tocumen with a couple of USAF Globemaster crews looking for a break which did not come.

This did, however, give us an opportunity to talk with some of the local officials about flight operations in the area. Ricardo Chung, the assistant administrator at Tocumen, showed us the records of flight movements which revealed a steady increase in private flights through Panama. Much of this traffic is the delivery of new aircraft from the U.S. to South America. Of course, the attraction here is a route that is overland all the way.

The following morning we were off without any difficulty and soon were looking down on the entrance to the Panama Canal where a line of ships waited to be accepted. The children were thrilled to be able to look all the way across to the Atlantic side and, like everyone else, they were puzzled by the fact that the Atlantic entrance is northwest of the Pacific entrance. In fact, an experienced pilot needs to keep looking at his chart and compass in this area to remind himself of his orientation.

Despite the fact that we were going from Panama back in the direction of the United States, the first half hour of our flight was made on a southwesterly heading along the Pacific coast past Rio Hato and then across Aguadulce. Fortunately, the weather was sufficiently good that we did not have to depend on some of the radio beacons indicated on the chart.

(Throughout our trip this was a constant headache. Some of the radio facilities are owned by local airlines and they turn the beacons on only when they have a flight arriving and turn them off when it has landed. It was not uncommon to be homing on a beacon and have it stop suddenly, leaving us listening to a loud silence.)

Swinging around the curling Pacific coast from Panama, we were again headed northwest and dropped low over Palmar to look at United Fruit Company's facilities there. In another half hour we were within range of the omni station at San Jose and soon were able to call the tower there. It was quite a relief to find an operator whose English was clearly understandable and who seemed to handle traffic like a typical Stateside controller.

We soon discovered that the San Jose airport is the base for one of the more advanced operations throughout Latin America. Here we found Sala, an aircraft modification plant, in which Foster Grant of Texas has a major interest. This is a maintenance organization which today does major overhaul work for many U.S. airlines. We noted Constellations, DC-6's, and other heavy equipment in the modern, well-planned shops we visited under the guidance of Otto A. Gutierrez who

received his aircraft training at Spartan in the U.S.

Unfortunately, this outfit had not had so much experience with light aircraft and a minor repair job on our plane — which we had postponed until reaching here — proved to be a problem. We had lost the fluid in our hydraulic system and our brakes were practically inoperative. It took your editor two-and-a-half hours under a broiling sun, working with two non-English speaking mechanics, to bleed the system of air and get it functioning again.

By then we were glad to have a few slugs of that thick Costa Rican coffee which is served gratis in the airport terminal before embarking on a spectacular cab ride in to San Jose. There we were quickly made at home by Carlos Ventura, manager of the Hotel Europa and within a few minutes we found ourselves in the office of the Costa Rican Industry Center.

The ICA chief, George Lindahl, gave us a rundown on his program and introduced us to Robert G. Fullmer, development counselor, a "graduate" of the Economic Development Administration in Puerto Rico. Also on the staff is Frank Thomas. The director of the Center is Carlos Yglesias. Altogether he has four full-time employees and one contract engineer.

While there has not been much activity to date in locating new U.S. industries here, there is considerable optimism for the near future. Lindahl points out that while there is no natural gas here, Costa Rica has the cheapest power in Latin America. "The per capita domestic consumption in San Jose is greater than for any metropolitan area in the U.S.," he says.

Lindahl also speaks highly of the schools. He has been here for three-and-a-half years and his children have attended local institutions which he says have higher standards than those in the U.S. He points out that his older girl, after her training here, made U.S. college entrance requirements easily.

The Costa Rican program to date has emphasized help for existing industries and there is a large volume of domestic goods production. But Lindahl says that they are now embarking on studies of opportunities for outside firms and have in mind plans for an industrial park. He feels there are not many opportunities for multi-million-dollar ventures but there are many possibilities for smaller industries.

For those industries which are market-oriented it is significant that the birth rate here in Central America is extremely high. The population will double within 20 years.

Costa Rica is also considered to have one of the most stable governments in this part of Latin America. The last successful revolution here occurred about 15 years ago and the people are described by Lindahl as "fiercely democratic." There is no army. The president walks down the sidewalk and is called by his first name.

One feasibility study has to do with a banana puree and a New Jersey firm is said to be interested. Another deals with the use of cacao pod for cattle feed with alcohol production as a later possibility.

We were also impressed with the climate here during mid-summer. We suspect that a great many citizens of the U.S. think that the farther south you go, the hotter it gets. That would be a natural assumption that all of Central Ameri-



Advanced methods of promoting industrial development are fast being adopted South of the border. Here, a group in Panama examines a model of the Colon Free Trade Zone's industrial area. Gentleman in white suit is manager M. Everardo Duque.

ca swelters in tropical heat and humidity.

But this is avoided because most of the major cities are in the central mountain range and the hot stifling weather occurs mainly on the coast. Thus, while the temperature soars into the 90's back in New York and Chicago in mid-summer, you will find a pleasant 80 degrees at mid-day in several of the key Central American cities.

There is, however, a problem in light aircraft operation during the rainy summer months. Almost every day an overcast forms by about noon and rains come a little thereafter. In several areas the thunderstorm activity is so regular and so heavy in afternoon that there are no commercial flights during those hours.

#### Across the Mountains to Nicaragua

On our trip we found it was best to plan to leave just as early as possible and to be on the ground at our destination by noon. We did not fly in the afternoon if it could be avoided. Thus, we were up early again departing San Jose and turning once more to the northwest.

A few miles out of town, we picked up the Pan American highway and kept it in sight as we swung past Puntarenas and then up to the Nicaraguan border in the vicinity of La Cruz. The Pacific slope of the mountain ridge here is lush plantation country and is dotted with airstrips used by the plantation owners to get in and out.

Crossing the Nicaraguan border, we had an opportunity to look closely at the area which would be involved in the long-proposed Nicaraguan canal to supplement the Panama Canal. The actual distance which would have to be traversed is only about 20 miles because the balance of the route across the isthmus would be through Lake Nicaragua and then along the route of the San Juan River to the Atlantic Ocean. However, the 20 mile stretch has hills rising to about 1,000 feet in spots and obviously would involve some very expensive excavation.

Our attention was soon diverted from this by an active volcano on the island of Ometepe north in the Lake of Nicaragua. This was the first active volcano the family had seen so we banked around the crater and shot some color footage.

From here we were practically within sight of Granada, a major city about 30 miles southeast of Managua. The approach and landing at Managua were uneventful and shortly we were in conference with Alfredo Sacasa and a group of other officials who met us at the air-

port. Mr. Sacasa, a Purdue chemical engineer by training, is the general manager of "INFOMAC" the Instituto de Fomento Nacional. This is one of the larger and more impressive development programs in the entire region.

According to Sacasa, "Cattle is the biggest and most promising field of development in Nicaragua." He is enthusiastic about diversification and irrigation which would lead to such processing industries as meat packing and export of beef to Florida and other states.

During our visit work was underway on a study of the nation's economic potential by Stanford Research. This program is expected to identify specific opportunities which will be exploited fully by Sacasa's organization in the years just ahead.

Altogether, Sacasa has a staff of 92, plus ICA advisory personnel. Among the key ICA people are Edward Marasciulo, program officer, and Anatole A. Solow industrial development advisor.

Our visit with Mr. Sacasa was altogether too brief as he was obviously a man with a lot to say. He exudes confidence for his program and undoubtedly will be heard from in the future.

#### Direct to Tegucigalpa

But the weather was the controlling factor and it was necessary to leave promptly for the next leg of our flight. We laid out a flight plan which would carry us along the coast of Nicaragua until we were abreast Tegucigalpa, the capitol of Honduras, our next stop. But this plan was disapproved by the Nicaraguan flight personnel and instead we were given a direct route across the mountains. We later discovered that there was rebel activity in the vicinity of our first route and no flights were being permitted over that sector.

Thus, a little over an hour later, we found ourselves on top of a cloud deck at about 9,000 feet homing on the beacon at Tegucigalpa and looking for a hole through which we might let down. Tegucigalpa is the sort of spot which makes a dramatic impression on you in good weather but which should avoid like the plague when the weather is bad. The strip lies at an elevation of several thousand feet and there are mountains on every side. We skimmed in over the southern hills and took a shot at the runway but for the first time in about a year we decided it would be more discreet to go around again. The next time we made it with room to spare.

From the time we were greeted at the



## GULF-CARIBBEAN

airport by a charming hostess dispatched by Hotel Prado Manager Helmut Seidel until we left Tegucigalpa it was a thoroughly delightful visit. This is a city that seems less touched by outside influences and is more natively picturesque than any other we saw in Latin America.

From our hotel room at the Prado the children got an encyclopedic display of native culture on the street corner below. This ran the whole range from endless basket-on-the-head type Indians through bands of mestizo children in their school costumes and peddlers hawking every ware fit for human consumption and some that probably were not. We were convinced that Tegucigalpa is greatly underrated as a tourist attraction and would be a prime spot for hotel and resort development.

Throughout Latin America we encountered many Tulane graduates and Honduras was no exception. The key official of the local manufacturers association who hosted us in Tegucigalpa was Paul Holsen, who received his education at Marion Institute in Alabama and in New Orleans. He heads Cerveceria Tegucigalpa, a brewery and bottling concern here. They are the local Coca Cola distributors.

Holsen described the paradoxical situation which occurs here and elsewhere in the region. The typical wage here for an industrial worker is \$2.50 to \$3.00 per day. Yet the cost of living for an executive is about twice the U.S. level. Holsen feels strongly, however, that the new Central American Common Market can lead to keener competition, reduced costs, and greater investment in new facilities.

Elsewhere in Tegucigalpa we chatted with C. W. Mills, who is the executive officer in the U.S. Mission. He told us that currently their 47 U.S. personnel are active in such fields as agriculture, health, education, and civil aeronautics. A major project at the moment which interested us was the installation of an instrument landing system at the airport.

A key spokesman for local interests was M. A. "Marcus" Randaes-Planas who is manager of the National Association of Industries. His office adjoins that of the Industrial Development Center where Richard Southmayd is the ICA officer for industry.

Among projects being discussed is a paper mill and an iron mining venture. There are big government hydro projects beginning this year — planning is being done by Harza Engineering of Chicago.

The pulp mill venture, estimated at \$40 million, is a project of National Bulk Carriers, jointly owned by Crown-Zellerbach and the Honduras government.

While in the development center, we bumped into Mr. P. F. Bevelheimer, a New York consultant. Bevelheimer is very enthusiastic about this region and his firm at the moment has projects underway in metals, power, and sanitary products. He has ventures being launched in Guatemala, Salvador, and Honduras.

One of the most successful industries launched locally is Fabrica de Monteca y Jabon Atlantida, S.A., located at La Ceiba and a similar firm Aceites Vegetales Industriales, S.A., in Tegucigalpa. These firms manufacture vegetable oil from coconut palm, sesame, and cotton seed. They ship the product to Guatemala by truck over an 800 mile route. The management is very alert, as evidenced by the use of a Beech Bonanza and a Cessna 182 for executive travel.

At this juncture, we might observe that throughout the underdeveloped Latin nations we were impressed with the great

potential of the motor transport industry. In most areas rail service is non-existent and there is little likelihood that it will be provided. Many of the nations are going directly to highway transportation and there is already a substantial volume of traffic despite the lack of good roads.

Holsen told us that his brewery was delivering beer from Tegucigalpa throughout the region over unpaved roads which were so dusty in daytime that most deliveries were made during the night.

At present there are a great many small trucking firms but there is general realization that adequate service in the future depends upon the development of major systems. Already there are some big co-ops which are enjoying substantial success.

Although Honduras is generally regarded as the most underdeveloped of the nations in this region, there does seem to be a considerable determination to do something about the country's status. We were impressed with the aggressiveness of Ramon Hernandez Rivas who is secretary of the Chamber of Commerce of Tegucigalpa. His spirit and enterprise seemed to be more in line with that of the typical chamber executive encountered in the states.

### A Scenic Hop to El Salvador

When it came time to leave Honduras we were again confronted with the summer weather pattern of morning overcast, brief mid-day breakup, and afternoon thunderstorms. We paused at the airport until the ceiling lifted to about 6,000 feet which gave us a gap of a few hundred feet to clear the ridges to the west and soon we squeaked through and climbed out on course to San Salvador, capital of the Republic of El Salvador. This is a flight of less than an hour over very mountainous terrain and the final approach to San Salvador is across the incredibly beautiful Lake Ilopango.

Ilopango is a very deep, still, lake in the crater of an extinct volcano similar to Crater Lake in Oregon. The approach is made directly across the lake which has a mirror surface and is excitingly distracting to a pilot unaccustomed to such scenery.

On the ground, we were told by the Spanish-speaking officials that we had arrived on a special holiday for teachers. Due to this fact we were assessed an additional landing fee, (one of many extra charges imposed throughout our trip). We were never able to determine what the relationship was between a teacher's holiday and the expense of processing the airplane and passengers.

We had already been told by others in Central America that El Salvador was the most alert and aggressive from the development viewpoint, and this was soon confirmed by the new plants we saw along the highway between the airport and the city. Subsequent interviews with key business officials confirmed that El Salvador is eagerly and effectively soliciting new enterprises.

One of the most articulate spokesmen for industrial development we encountered in Latin America was Atilio Garcia Prieto, president of "INSOFOP" the Salvadorian institute of development and production. A civil engineer by profession, Prieto heads the board which governs an autonomous government agency devoting its major emphasis to industrial development. This is a very intelligently directed effort with stress on research and feasibility studies.

At the moment they are much interested in the long-range potentials for a

chemical complex. They already have phosphoric acid production and they believe caustic soda is possible, with the manufacture of insecticides very likely.

They also have big hopes for textiles inasmuch as imports are large and a good quality cotton is produced here. Presently they are importing fabrics from Japan and England.

There is also a strong belief that the Common Market will do much to accelerate development.

Also enthusiastic about future possibilities is Rudolph Glazer, a manufacturer representative from the states who has been here 11 years. Glazer is extremely critical of the attitude of most U.S. firms toward export and foreign trade and hence believes that a great improvement is possible. He points out that the average U.S. firm is guilty of poor packing, extra charges, excessive red tape, failure to obey shipping instructions, and ignorance of foreign languages. By contrast, he points out that Japanese serving Central American markets write perfect Spanish and adhere to instructions precisely.

"Latin America has been sorely neglected by the U.S. businessman" Glazer says, emphasizing that there is a tremendous opportunity during the next 5 to 10 years and "industrial development will be the big thing."

From Charles Thomae of All America Cable and Radio we got a rundown on many U.S.-based enterprises already located here. For example, Sherman Williams just opened a new mixing plant. There is an active chamber of commerce which can give you an industrial directory and other typical economic data.

### More Mountains in Guatemala

The flight from San Salvador to Guatemala City is another short hop of only 120 airline miles but every foot of it is over rough terrain. There are volcanic peaks ranging in elevation from 7,000 to 12,000 feet along the course and there are few major cities. The Indian names would certainly pose a problem to anyone who needed to call a ground station in a hurry and give his location. (How about saying Quezaltepeque or Cuajiniquilapa in a hurry?) Fortunately ours was a routine flight and we were soon entering the pattern at the Guatemala City international airport. Whether it was radio trouble or the language barrier we received no response after repeated calls to the tower and made our landing without any control.

Here again we found that there were no English-speaking ground personnel at the airport and we fought the usual battle of getting the airplane parked in the proper spot and refueled with the right kind of aviation gasoline. It should be emphasized that all personnel were cooperative and courteous — the language barrier is just difficult to overcome when anything even slightly technical is involved.

While our stay in Guatemala City was very brief, we managed to make a number of calls on officials of the government responsible for various aspects of development. In fact, on several occasions as we scurried madly across town Madison Avenue style, bumping into Indians carrying baskets on their heads, we thought how foolish we must look to an impartial observer. We were totally out of phase.

But we did find some very intelligently directed activities such as the Industrial Development Center headed by engineer Carlo Duran, and the Central American



Research Institute directed by Dr. Otto Stern. Also we talked with Alberto Mohr, who is chief of the Central American Integration office — the Common Market study group — in the Ministry of Economics. It was our impression that this is the best source of information regarding the regional development approach.

(For those who are interested, ID has a Spanish text of the Central American market agreement now being negotiated, and an English translation is expected shortly. This and other data such as the industrial development laws of numerous nations is now on file and will be shared with readers who are interested.)

### The Pacific Coast of Mexico

The old hotel Pan American in Guatemala City is a colorful spot with an interesting menu and Indian waitresses clad in rich Guatemalan fabrics. It is also a spot with little soundproofing so that from your room on the second floor we could hear every word of the vocalist in the bar downstairs until it closed. Undoubtedly some of those who celebrated late were properly punished as our family arose before daylight the next morning to make our departure.

While the entire hop from Guatemala City north into Mexico is over land and thus poses no major hazards, it is one on which a family traveling by light plane could be very seriously inconvenienced during the summer. There are not many airstrips throughout southern Mexico and there are days during the summer when the weather is very poor. Rainfall is heavy and thunderstorms are daily occurrences. Therefore, with a favorable weather outlook we were anxious to proceed as far as possible across southern Mexico.

We crossed the border and cleared customs at Tapachula and then made a fuel stop at Ixtepec, several hundred miles to the northwest.

Ixtepec is probably a typical inland Mexican village. From several miles away it is a cluster of red tile roofs. At close range circling the strip it was evident that a good part of the population was out in the shallow stream which flows through the edge of the town — washing clothes, themselves, animals and other objects. There was no reply on any radio frequency so we landed and discovered the reason: as soon as we killed the engine the silence was impressive. Across the fence there was the crow of a rooster and that was about the only indication of activity anywhere.

We did find an attendant at the strip, however, and he soon arranged to refuel our airplane from drums. At this point we discovered the futility of trying to get any reliable weather data in this part of the world.

With thunderstorms visible in the distance and the likelihood of intensive activity throughout the afternoon, we were extremely interested in getting some indication of the probable weather at our next stop, Acapulco, several hundred miles away and along a route which offered no alternate airstrip. We tried to make this known to the attendant in our poor Spanish but he made it clear that he had no weather information.

Knowing that a Mexicana DC-3 stops at Ixtepec at least once a day, we asked about the possibility of radioing or telephoning Mexicana's base at Oaxaca and through them getting Acapulco weather. We explained this possibility several times to the complete bewilderment of the attendant who finally said "Senor, when you get to Acapulco you will see

what the weather is like in Acapulco."

And that's precisely what we did. With our fingers crossed, we ducked in and out of the towering cumulus and finally made Acapulco just as the rain set in. After a very pleasant weekend at the Las Brisas Hilton where everyone has a private pool and the management provides a jeep for transit between the dining room, the cottages, and the beach, we were off again across the most mountainous part of Mexico for Mexico City. After we got home, the family named the Las Brisas as the spot to which they would most enjoy making another and longer visit).

Mexico City is about as well-known to U.S. tourists as any major city in the states so we will save our comment here for key development contacts.

Among the people we saw in Mexico City were Herman Meyers, the ICA program officer for Mexico, Jesus Quijano-Rivera, who heads the industrial productivity center, Manuel Bravo of the Bank of Mexico, and Henry Shute who manages the Mexican-American Chamber of Commerce.

Of course we quickly added so much material to our file on Mexican development that it would be impossible to cover it adequately in a roundup such as this. Some of the highlights however, may be of interest.

According to Meyers the per capita income in Mexico as of 1959 was \$291 U.S. dollars. In rural areas the average would be about \$100.

Mexican population as of 1960 is about 34.5 million and there is substantial underemployment both in rural and urban areas. Many who are considered employed have nominal jobs minding cars, watching houses, and doing other things

that would not be counted as employment in the states.

Some 60 percent of the houses in the Mexico City areas have no sanitary facilities. The situation is worse in rural areas.

According to Meyers, Mexico is at the "take-off stage" in economic development but still must import machinery and finished materials for which it pays cotton, coffee, zinc and lead.

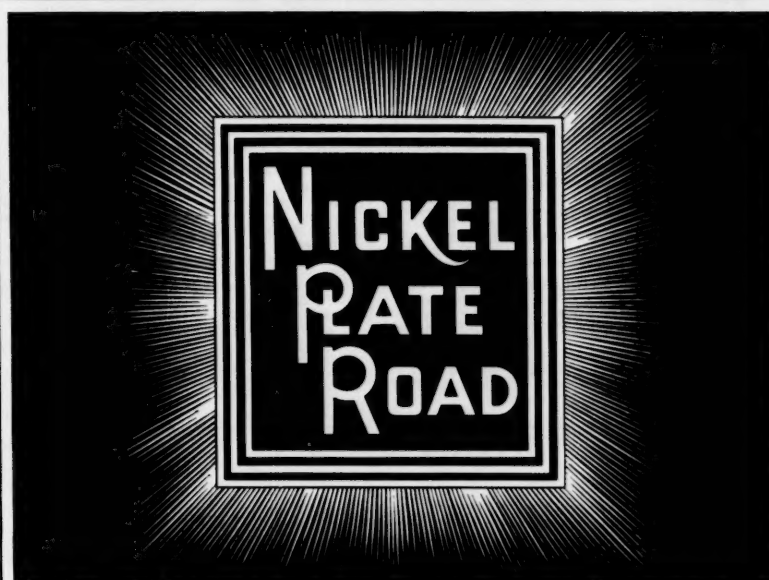
Meyers believes that the industrial productivity center here is the most advanced in Latin America. We were quite impressed with Quijano-Rivera, who outlined his program in his office. A former textile executive, he has pushed the productivity program with missionary zeal.

Our nomination as one of the best informed men in economic development in Latin America goes to Manuel Bravo, the Bank of Mexico official, who told us of the activities of his office of industrial research. Forty-two years old, Bravo graduated from the University of Mexico and then studied industrial economics at Columbia. His office appears to be the focal point for getting reliable economic data on any phase of Mexican development.

Most of our time in Mexico was spent picking up leads on area programs and industrial projects which we intend to report more fully in subsequent issues. Certainly this is a fertile field both for the firm seeking expansion opportunities and for an industrial development publication looking for news.

### Tampico, Matamoros, and Brownsville

Mexico's advancing technical development was impressed upon us one morning when we departed for home. There was



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## GULF-CARIBBEAN

heavy traffic at the Mexico City airport and a Boeing 707 was in the pattern, as we made our departure for Tampico on the Gulf of Mexico. Arriving over Tampico, there was thunderstorm activity over the airport so we continued to Matamoros bucking headwinds which left us with a grand total of 5 gallons of usable fuel when we touched down there. The border crossing was quick and easy and a few minutes later we were on the ground again at Brownsville clearing U.S. customs.

Even though our tour south of the border was an unforgettable experience there was a loud cheer from the children as we crossed the Rio Grande and called the English-speaking tower operator at Brownsville. The balance of the flight to Houston, New Orleans, Mobile, and Atlanta, was, of course, routine.

### SUMMARY: ONLY THE BEGINNING!

Any way you look at it, the Caribbean circle was a wonderful experience. From the viewpoint of industrial development, we have established contacts which will be extremely useful in the expanded coverage we intend to devote to this region. Future issues of ID will contain detailed reports on many areas we visited.

From a personal viewpoint, our family has had an unforgettable adventure. We expect to revisit many areas for longer stays.

For many readers, we believe the chief result is the demonstration that the small company airplane can be used for exploring this great region. While there are risks, we would not hesitate to recommend the trip to others. Would we do it again? Absolutely!

For those who contemplate flying their own airplane through the Caribbean region we offer this advice for whatever it is worth:

First, enroll as a member of the Aircraft Owners and Pilot's Association and solicit the help of the headquarters office in Washington. Miss Catherine Howser there is extremely helpful.

Second, obtain a copy of the latest edition of the International Flight Information Manual from the FAA and study it very carefully. Despite numerous errors, it is helpful.

Third, obtain a copy of "Radio Facility Charts and Inflight Data — Caribbean and South America" from the Air Force. You'll also want a complete set of WAC charts for the region.

Having digested all of this information and reached the conclusion that you now know just about all there is to know about flying through Latin America, start all over again and write directly to the aviation officials at each point you expect to stop and ask them, first, for permission to make your flight and second for any instructions and advice they have for you. Do not get this information secondhand through the Consulates in the States or other sources! Take twice as many General Declaration forms as you think you can possibly use.

Be sure you carry plenty of medicines for such things as upset stomach and dysentery. We used Pepto-Bismol and Entero Vioform when a couple of the family succumbed briefly to attacks.

Finally, prepare yourself mentally for delays, confusion, and lack of facilities and services similar to those in the States. As we were advised by Stanley Donough, veteran Seattle pilot who made several pioneering flights down to Brazil, "consider your flight not a vacation or business trip, but an adventure, and you won't be disappointed."



## RECENT RELEASES

By Suzanne Johnson

### GENERAL REPORTS

**The Diplomacy of Economic Development** by Eugene R. Black. In an examination of the diplomacy of economic aid, Mr. Black contrasts the present problem with that confronted by the Marshall Plan, and suggests ways in which economic aid can be used to create a working partnership between rich and poor nations. Finally, he calls for the creation of a corps of "development diplomats" to fill the gap between statesmen and businessmen, and proposes that a separate status be given economic development in the industrial nations' policies in order that it may assume its proper place as a major independent objective. Harvard University Press, Cambridge, Massachusetts. 1960, 74 pages, \$3.

**The International Year Book and Statesmen's Who's Who.** This is the eighth annual edition of a work which has become an accepted authority throughout the world. It is broken down into three sections, the first on international organizations. Chapter headings include The United Nations, Specialized Agencies, Inter-Governmental Organizations, and Other International and National Organizations. The second section contains material on all states of the world and the third section is a biographical section devoted to outstanding men in all phases of endeavor in the world. Burke's Peerage Limited, Mercury House, Waterloo Road, London, S.E.1, England. 1960, 1,566 pages, \$25.

**Management in The Industrial World** by Frederick Harbison and Charles A. Myers. A comparative analysis of international management related to economic development, this book is one of the first

treatments in this field. The book covers the nature of management as a resource, a system of authority, and a class in a number of countries at different stages of industrialization. Differences in managerial philosophies, structures, and development are all analyzed. A unique feature is the inclusion of essays on management in several countries. McGraw-Hill Book Company, Inc., 330 West 42nd Street, New York 36, New York. 1959, 413 pages, \$7.

### AREA REPORTS

**1960-61 Directory, Commercial and Industrial Firms, Buffalo and Vicinity.** This directory is a guide for local, state, national and international business interests on manufactured products and services available in the Buffalo Metropolitan Area. It provides basic information for purchasing and sales personnel in all industrial categories. Buffalo Chamber of Commerce, 238 Main Street, Buffalo, New York. 1960, 52 pages.

**Taxes and Economic Growth in Michigan.** A compilation of nine papers by distinguished scholars and experts in the problems of state and local fiscal policies. The objective of the papers was to obtain fresh thinking from outside scholars as to the changes they would recommend in Michigan's tax structure for the purpose of promoting a fuller and more rapid economic development of the state, having due regard for other legitimate objectives of tax and public expenditure policies. The W. E. Upjohn Institute for Employment Research, 709 South Westnedge Avenue, Kalamazoo, Michigan. 1960, 167 pages, \$4.75.

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**Colorado Department of Development**, Lewis R. Cobb, Executive Director, 51 State Capitol, Denver, 2, Colorado. (Ad page 2)

**The Connecticut Light and Power Company**, G. G. Hanel, Advertising & Publicity Manager, P. O. Box 2010, Hartford 1, Connecticut. (Ad page 25)

**Duke Power Company**, Creed F. Gilley, Manager-Industrial Development Department, 422 South Church Street, Charlotte, North Carolina. (Ad page 35)

**Florida Power Corporation**, Andrew H. Hines, Jr., Director-Area Development Department, St. Petersburg, Florida. (Ad page 23)

**Georgia Power Company**, Gene A. Yates, Jr., Vice President, P. O. Box 1719, Atlanta, Georgia. (Ad page 27)

**Indiana and Michigan Electric Company**, H. G. Steegman, Industrial Development Consultant, 2101 Spy Run Avenue, Fort Wayne, Indiana. (Ad page 29)

**Kootenai Rural Electrification Association, Inc.**, George A. Riggs, Manager, 117 Coeur d'Alene Avenue, Coeur d'Alene, Idaho. (Ad page 25)

**Mississippi Power and Light Company**, Joe H. Box, Area Development Department, P. O. Box 1640, Jackson, Mississippi. (Ad page 32)

**New York State Department of Commerce**, Ronald D. Peterson, Director, 112 State Street, Albany, New York. (Ad 4th cover)

**Nickel Plate Road**, C. B. Bennett, Terminal Tower, Cleveland 13, Ohio. (Ad page 93)

**Northern Indiana Public Service Company**, James F. Purcell, Manager-Public Relations, 5265 Hohman Avenue, Hammond, Indiana. (Ad page 28)

**Odessa Chamber of Commerce**, Ray W. Hedges, Executive Vice President, 211 West Third Street, Odessa, Texas. (Ad page 4)

**Ohio Power Company**, Robert L. Wolf, Director-Area Development, 301 Cleveland Avenue, S. W., Canton, Ohio. (Ad page 36)

**Commonwealth of Pennsylvania**, Department of Commerce, William R. Davlin, Secretary, South Office Building, Harrisburg, Pennsylvania. (Ad page 3)

**Prince Georges County Industrial Development Commission**, S. Walter Bogley, Jr., Executive Director, Chamber of Commerce Building, Hyattsville, Maryland. (Ad 2nd cover)

**Public Service Electric and Gas Company**, C. S. Cronkright, Manager-Area Development, 80 Park Place, Newark, New Jersey. (Ad page 33)

**Puget Sound Power and Light Company**, Stewart G. Neal, Manager-Area Development, 1400 Washington Building, Seattle 1, Washington. (Ad page 94)

**St. Petersburg Chamber of Commerce**, Jack Bryan, Director-Industrial Development, 4th Street and 3rd Avenue, St. Petersburg, Florida. (Ad 3rd cover)

**South Carolina Electric and Gas Company**, W. S. Rodgers, Manager-Industrial Development Department, P. O. Box 390, Columbia, South Carolina. (Ad page 38)

**Southern Pacific Company**, L. E. Hoydt, Manager-Industrial Development Department, 65 Market Street, San Francisco 5, California. (Ad page 11)

**Texas Power and Light Company**, J. D. Eppright, Director-Industrial Development Department, P. O. Box 6331, Dallas 22, Texas. (Ad page 39)

**Toledo Edison Company**, Robert E. Johnson, Manager-Industrial Development Department, 420 Madison Avenue, Toledo, Ohio. (Ad page 37)

**Trinidad and Tobago Industrial Development Corporation**, E. C. Telfer, Promotions Officer, P. O. Box 949, Port of Spain, Trinidad, W. I. (Ad page 9)

**The Tucson Gas, Electric Light and Power Company**, J. Luther Davis, President, 35 West Pennington Street, Tucson, Arizona. (Ad page 22)

**Union Electric Company**, G. J. Haven, Manager-Industrial Development, 315 North Twelfth Boulevard, St. Louis, Missouri. (Ad pages 30 & 31)

**Washington Department of Commerce and Industrial Development**, Sam Boddy, Director, General Administration Building, Olympia, Washington. (Ad page 59)

### OTHER:

**American Cresote Works, Inc.**, For Waguespack, Pratt Inc., S. B. Braselman, Jr., Vice President, 1305 Dublin Street, New Orleans, Louisiana. (Ad page 61)

**American Warehousemen's Association**, 222 West Adams Street, Chicago 6, Illinois. (Ad page 60)

**Bader Brothers Warehouses, Inc.**, 70 Eldert Street, Brooklyn 7, New York. (Ad page 4)

**Classified Advertisements** 94

**Professional Card Advertisements** 95



Bruce Payne and Associates, management consultants, has announced opening of a Pacific Division in Los Angeles, making the 11th office to be opened by the organization. James R. Richardson, head of Richardson Associates in Los Angeles, has been named general manager of the new division.

\* \* \*

Chicago will be the site of the 12th annual Plant Maintenance & Engineering Show, it has been announced by Clapp & Poliak, Inc., New York exposition management firm. The show will run for four days, from January 23 through 26, at the International Amphitheatre.

\* \* \*

### NEW COMPANY EXECUTIVE APPOINTMENTS

During the past month a number of top-level promotions have been announced by some of the nation's leading industrial firms. These are the men ultimately responsible for expansion planning and new plant location decisions affecting their individual organizations. Included are: **J. D. Mahoney**, advanced from director of marketing for Mobay Chemical Company, Pittsburgh, to president . . . **William B. Bishop**, appointed to the newly created position of director of facilities planning for the A. E. Staley Manufacturing Company, Decatur, Illinois . . . **James C. White**, named chairman of Tennessee Eastman Company and Texas Eastman Company, divisions of Kodak at Kingsport, Tennessee, and Longview, Texas. Succeeding him as president of the two companies was **Louis K. Eilers** . . . **T. Wayne Brewster** has been appointed manager of construction for the B. F. Goodrich Company's new tire plant being built near Fort Wayne, Indiana. He has supervised the company's plant construction projects since 1951 . . . **John D. Gray** has been designated president and chief executive officer of Hart Schaffner & Marx, Chicago . . . The new president of Fairbanks, Morse & Company is **Thomas G. Lanphier, Jr.**, New York



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*Keith S. McHugh*

Keith S. McHugh, Commissioner,  
New York State Department of Commerce

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